



# **CITY OF SANTA BARBARA**

## **COUNCIL AGENDA REPORT**

**AGENDA DATE:** November 2, 2010

**TO:** Mayor and Councilmembers

**FROM:** City Administrator's Office

**SUBJECT:** Annual Performance Management Program Report for Fiscal Year 2010 and Comparative Indicators Report

**RECOMMENDATION:** That Council:

- A. Receive a status report on the City's performance management program and a summary of department performance highlights for Fiscal Year 2010; and
- B. Receive a report on how the City of Santa Barbara compares with other California communities on key indicators.

### **DISCUSSION:**

In 2002, the City of Santa Barbara implemented a performance management system to promote long-term planning, and improve program efficiency and effectiveness. The management system consists of program owners developing performance objectives each fiscal year, monitoring progress through regular status reports, and assessing progress on the objectives as part of management performance evaluations. Through this process the City is able to plan and prioritize work, evaluate organizational effectiveness, identify opportunities for improvement and align program goals with City Council's goals for the organization.

In Fiscal Year 2010 there were 845 objectives reported on with 693 (82%) of those being achieved. Attachment 1 summarizes some of the highlights and challenges for 2010 by area of focus including: financial management, employee safety, public outreach, timeliness of service, environmental leadership and special projects. Some of the more challenging and complex projects have carried forward into Fiscal Year 2011.

Monthly reports on key management indicators are provided to managers and supervisors to maintain performance awareness at a program level. Key indicators include: sick leave, lost hours due to injury, vehicle collisions, work schedules, training and timeliness of completing employee evaluations. Continued focus on employee safety resulted in the 6<sup>th</sup> consecutive year of significant reduction in citywide hours lost due to injury. Hours lost due to injury in 2010 declined by 25% from 2009 and 73% from

2004. Additionally, managers and supervisors achieved a 90% rate of employee evaluations completed on time and employee sick leave hours and average sick leave remained the same as 2009.

Also included in this report is the Annual Comparative Indicators Report. This report compares Santa Barbara with 10 other California communities. Comparing benchmarks between cities provides a starting point for Council and staff to evaluate the effectiveness and efficiency in providing services relative to other communities. Attachment 2 is a snapshot of how the City compares in six areas: General Demographics, Financial, Public Safety, Library, Parks and Public Works. The ten communities that were selected are: Santa Cruz, Redondo Beach, Newport Beach, Santa Monica, Carlsbad, Berkeley, Ventura, Sunnyvale, Oceanside and Huntington Beach. These cities were selected because they are mainly coastal communities, are close in population and land size, have similar demographics and provide similar services.

**ATTACHMENT(S):** 1. Fiscal Year 2010 Performance Highlights and Performance Objectives Not Met  
2. Fiscal Year 2011 Comparative Indicators Report  
3. Fiscal Year 2011 Ten Cities Comparative Graphs  
4. Fiscal Year 2011 Ten Cities Data Tables

**PREPARED BY:** Lori Pedersen, Administrative Analyst

**SUBMITTED BY:** James L. Armstrong, City Administrator

**APPROVED BY:** City Administrator's Office

## Fiscal Year 2010 Performance Summary

<u>Department</u>	<u>Total Objectives</u>	<u>Percent of Objectives Achieved</u>
Administrative Services Department	31	84%
Airport Department	58	86%
City Administrator's Office	20	95%
Community Development Department	92	85%
Finance Department	121	78%
Fire Department	40	85%
Library Department	30	77%
Parks and Recreation Department	152	81%
Police Department	99	68%
Public Works Department	164	86%
Waterfront Department	38	100%

# Fiscal Year 2010 Performance Highlights

<b>1.) FINANCIAL MANAGEMENT</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Airport	Business and Property Management	Exceeded annual lease revenue target through effective management of commercial and industrial lease assets and received 97% of the base rents on time.
Finance	Revenue & Cash Management	Provided quarterly comprehensive financial reviews to the Finance Committee and Council.
Finance	Licenses & Permits	Identified 327 unlicensed businesses using Franchise Tax Board, State Board of Equalization records and periodicals, resulting in the collection of \$31,103 in license fees.
Public Works	Engineering Services	Limited Public Works change orders for capital improvement to an average of 7% of the total value of construction projects awarded.
Waterfront	Property Management	Collected 97% of base rents by the due date.

<b>2.) NEW REVENUE</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Parks and Recreation	Creeks	Applied for and received \$4,115,585 in grant funding of which \$3,441,585 was awarded from the State Water Resources Control Board for two projects: Upper Las Positas Creek Restoration and Storm Water Management Project and the Storm Drain Screens project.
Police	Administrative Services Division	Applied for the second round of the U.S. Department of Justice COPS grant for \$1.53 million and submitted an application for one Criminal Impact Team officer position for two years.
Police	Traffic	Received a grant for \$194,855 from the Office of Traffic and Safety and \$26,205 from UC Berkeley for DUI enforcement.
Public Works	Alternative Transportation	Applied for and received \$400,000 Highway Safety Improvement Program grant for improvements to the Anacapa and Carrillo Streets intersection.
Public Works	Engineering	Exceeded revenue as a result of American Recovery and Reinvestment Act grants, bridge replacement grants and State Revolving Fund loans for water quality projects.

<b>3.) EMPLOYEE SAFETY</b>		
<b>Program</b>	<b>Highlight</b>	<b>Highlight</b>
Finance	Risk Management – Occupational Safety & Health	Injuries on the job and hours lost due to injury reached historic lows. In FY 10 there were 128 injuries, a 12% decrease from FY 09. The number of hours lost due to injury was 12,438, a 25% from FY 09.
Finance	Risk Management - Workers Compensation	The use of modified duty placement rate was 97%; reducing Temporary Total Disability (TTD) payments by \$236,462.
Finance	Risk Management - Occupational Safety & Health	Recognized City departments and employees for going the extra step to assure that occupational safety and health have priority in the work place.

# Fiscal Year 2010 Performance Highlights

<b>3.) EMPLOYEE SAFETY</b>		
<b>Program</b>	<b>Highlight</b>	<b>Highlight</b>
Fire	Operations	Provided 21,518 hours of mandated fire training.
Waterfront	Harbor Patrol	Continued to emphasize safety resulting in no work hours lost due to employee injury.

<b>4.) IMPROVED SERVICE TO PUBLIC</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Community Development	CDBG and Human Services	Provided \$4.2 million in Redevelopment Agency, State, and Federal funds for affordable housing projects, an increase of \$2.18 million from FY 09.
Finance	Billing	Notified 100% of Extraordinary Water Use applicants of credit determination within 45 days of receipt of application.
Finance	Billing and Customer Service	Issued 100% of refunds for closed water accounts within 30 days.
Police	Traffic Program	The number of DUI traffic collisions was down 21% from 2009.
Police	Tactical Patrol Office	Criminal offenses in the downtown corridor, around the labor line and at the shelter area were down 7% from 2009.
Public Works	Traffic Operations	Maintained level of service at 95% of identified signalized intersections at Level C (SBCAG Congestion Management Program) during peak hours, up from 89.5% in FY 09.

<b>5.) PREVENTATIVE MAINTENANCE</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Airport	Air Operations and Area Maintenance	Increased preventative maintenance hours by 15% to 1,374 hours.
Fire	Wildland Fire Mitigation	Completed ten miles of road clearance in the Wildland Fire Suppression Benefit District and four miles in the High Fire Hazard Area.
Parks and Recreations	Grounds and Facilities	Inspected Skater's Point skateboard park daily for abnormal wear, graffiti and vandalism.
Public Works	Motor Pool	Completed 95% of preventative maintenance services of the City's motor pool on schedule with manufacturer's recommendations, resulting in 96-99% in-service time for sedans, fire pumpers, police interceptors, trucks, and loaders.
Public Works	Communications Systems	Maintained the Combined Communications Center (9-1-1) at 100% operational readiness and completed 100% of the preventative maintenance work orders.
Public Works	Water Distribution	Flushed 100% of the fire hydrants and transmission mains.

# Fiscal Year 2010 Performance Highlights

5.) PREVENTATIVE MAINTENANCE		
Department	Program	Highlight
Public Works	Wastewater Collection	Inspected 31 miles of pipeline using Closed Circuit Television. The data gathered is used to analyze and rate pipe conditions.
Public Works	Water Treatment	Performed 100% of the preventative maintenance for the Cater Water Treatment plant and the C. Meyer Desalination Facility.
Public Works	Wastewater Collection	Inspected 130 restaurants for compliance with grease trap maintenance requirements; reducing the impact grease has on the City's wastewater collection system.
Public Works	Wastewater Collection	Increased the miles of wastewater collection pipes cleaned by 24% to 214 miles.
Waterfront	Facilities Maintenance	Completed 96% of preventative maintenance tasks on time.

6.) ACCURACY		
Department	Program	Highlight
Administrative Services	Information Systems	Maintained 99.9% uptime for the City's Wide Area Network, Financial Management System and the Geospatial Data Browser and servers.
Community Development	Housing Development and Preservation	Certified 95% of affordable rental units and 100% of owner-occupied units for compliance with the City's affordability and occupancy requirements.
Finance	Payroll	Processed the biweekly employee payroll accurately and timely 99.97% of the time.
Police	Information Technology	Maintained critical systems availability at 99.99%
Police	Property Room	Received and processed 16,242 items and conducted quarterly audits of the Property Room.
Police	Crime Lab	Tested and calibrated 100% of the Drager E-PAS intoxillizer devices used in Driving Under the Influence investigations weekly.

7.) TIMELINESS OF SERVICE		
Department	Program	Highlight
Administrative Services	City Clerk	Completed 100% of Customer Service Requests within 2 working days or by the requested deadline.
Administrative Services	City Clerk	Filed 97% of 450 Statements of Economic Interests on time.
Airport	Certification and Operations	Responded to 100% of emergency response drills (11) within time requirements.

# Fiscal Year 2010 Performance Highlights

<b>7.) TIMELINESS OF SERVICE</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Community Development	Records, Archives, and Clerical Services	Delivered 100% of 36,657 building and planning file documents and commercial plan view requests on-time
Community Development	Building Inspection and Code Enforcement	Completed 100% of 10,815 building inspections on the day scheduled for permitted work.
Finance	Accounts Payable	Issued 100% of vendor payments within 24 hours of receipt from departments.
Finance	Risk Management – Liability	Completed 99% of claim investigations within 45 days.
Fire	Operations	Achieved an average fire emergency response time of two minutes fifty nine seconds.
Fire	Aircraft Rescue and Firefighting Operations	Responded to 100% of all emergencies in the aircraft operational area within three minutes.
Fire	Fire Prevention	Conducted 99.5% of new construction related inspections (186) within two working days of request.
Library	Support Services	Made new books available to patrons within 8.4 days of receipt from vendor.
Parks and Recreation	Forestry	Acted on 100% of tree ordinance violations within 30 days of reporting date.
Police	Combined Communications Center	Answered 9-1-1 calls for service within an average of 3.5 seconds.
Police	Animal Control	Responded to 100% of animal control cases (3,810) within 24 hours.
Police	Patrol Division	Maintained an average response time to Priority One Emergency calls at six minutes thirteen seconds.
Public Works	Traffic Operations	Investigated and resolved 91% of traffic related concerns, complaints and requests within 30 calendar days.
Public Works	Transportation and Drainage Systems Maintenance	Removed 90% of graffiti on public property was within 3 working days from date of notice, for a total of 163,895 square feet of removal.
Waterfront	Marina Management	Processed 98.4% of slip trades, transfers, live-aboard permits within 10 working days of application.
Waterfront	Harbor Patrol	Responded to 100% of in-harbor emergencies within five minutes.

# Fiscal Year 2010 Performance Highlights

<b>8.) EXCELLENCE IN PUBLIC OUTREACH AND MARKETING</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Airport	Marketing and Communications	100% of issued news releases elicited media coverage.
Airport	Marketing and Communications	Captured 63.7% of the regional (tri-county) air service market.
City Administrator's Office	Administration	Maintained frequent communication with community leaders via the City Administrator's Report and annual State of the City Report.
City Administration	City TV	Maintained a 99.75% Channel 18 broadcast system uptime.
City Administration	City TV	Televised 246 public meetings totaling 814 hours.
Community Development	City Arts Advisory Program	Produced 9 events in the Cultural Arts District including: Free Movie Nights in the Courthouse Sunken Garden, City Arts Grant Reception, Storefront Gallery Project, and sculpture exhibitions at Jardin de Las Granadas.
Community Development	CDBG/Rental Housing Mediation Task Force	Provided 1,288 residents with information about mediation services.
Community Development	Long Range Planning and Special Studies	Completed public review and submitted to Council, as part of the Plan Santa Barbara process, the Land Use Element and Map and the Housing Element.
Fire	Administration	Implemented a new Public Information Officer program to deliver daily/weekly media news updates.
Library	Public Services Small Branches	Made contact with 62,346 youths through Library programs.
Police	Beat Coordinator	Completed two Citizen Academies and provided DARE instruction at 13 elementary schools.
Public Works	Water Supply Management	Launched the "Smart Landscape Rebate Program," and "Water Wise Landscape" distribution Program.
Waterfront	Administrative Support and Community Relations	Continued a comprehensive communications program involving: Waterfront sponsored events, distribution of the Docklines publication, coordination of ship visits, and submittal of articles to the City Administrator's Report.

<b>9.) INCREASED PARTICIPATION</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Community Development	Housing Development and Preservation	Assisted in the development and preservation of 64 affordable housing units.
Finance	Payroll	Increased the number of employees opting out of printed pay advices to 583 employees, up from 542 in FY 09.



# Fiscal Year 2010 Performance Highlights

<b>9.) INCREASED PARTICIPATION</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Library	Public Service Program	Increased the number of downloadable books checked out by 40%.
Library	Public Service Program	Assisted 219 adult literacy learners to improve their reading, writing, and spelling skills, an increase of 17% from last year.
Library	Public Service Program	Increased public computer sessions in City libraries by 5% to 234,185 sessions.
Parks and Recreation	Facilities and Special Events	Increased outdoor rental permits at Chase Palm Park by 116% due to an increase in outdoor fitness classes.
Parks and Recreation	Youth Activities	Provided summer, winter and spring camps and clinics for 1,122 youths an increase of 46% from FY 09.
Parks and Recreation	Neighborhood and Outreach Services	Increased daily attendance at the Teen Center by 110% from FY 09 (20) to an average of 42 teens.
Parks and Recreation	Neighborhood and Outreach Services	Mentored 233 youths and adults through the Job Apprenticeship Program an increase of 44% from FY 09.
Parks and Recreation	Sports Program	Increased participation in youth sports by 13% from FY 2009 to a total of 1,734 participants.
Parks and Recreation	Sports Program	Increased the number of participants in adult sports programs by 37% to 1,580 participants.

<b>10.) CUSTOMER SATISFACTION SURVEYS</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Administrative Services	Information Systems	100% of employees reported that training improved their ability to use desktop applications.
Community Development	Rental Housing Mediation Task Force Program	91% of clients surveyed reported that they were satisfied with their dispute resolution, the customer service they received and would recommend the program to others.
Parks and Recreation	Facilities and Special Events	100% of the customers who rented facilities rated the facilities as "good" to "very good."
Parks and Recreation	Aquatics	98% of the participants in aquatic programs rated their overall satisfactions as "good" to "excellent."
Parks and Recreation	Sports Program	97% of participants in youth sports programs rated their overall customer satisfaction as "good" to "excellent."

<b>11.) TRAINING FOR EMPLOYEES TO IMPROVE PERFORMANCE</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Community Development	Staff Hearing Officer, Environmental Review and Training Section	Conducted 17 training sessions for planning staff that included environmental review, application review, noticing procedures and internal processes.

# Fiscal Year 2010 Performance Highlights

<b>11.) TRAINING FOR EMPLOYEES TO IMPROVE PERFORMANCE</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Finance	Risk Management – Liability	Conducted five Defensive Driver Training classes with 73 employees participating.
Fire	Aircraft Rescue and Firefighting (ARFF)	100% of ARFF personnel received mandated training in compliance with FAA standards.
Fire	Emergency Services and Public Education	Held 5 workshop sessions for Emergency Operations Center staff.
Parks and Recreations	Aquatics	Provided 206 hours of training to Aquatics staff.
Parks and Recreation	Park Operations	21 Parks Operation Staff received Green Gardener training to achieve and maintain certification.
Waterfront	Harbor Patrol	Hosted six joint Fire and Harbor Patrol emergency response drills in the Harbor plus a Police training exercise.

<b>12.) ENVIRONMENTAL LEADERSHIP</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Airport	Business and Property Management	Completed the installation of LED lights on Taxiway B and expanded replacement to include taxiways and elevated runways throughout the airfield.
Community Development	Building Counter and Plan Review	Performed six expedited Green Building – Plan Check Reviews.
Fire	Wildland Fire Mitigation	Utilized 93% of chipped material from road clearance program.
Finance	Solid Waste	Successfully launched the Foodscrap Composting Program in November 2009 with 98 businesses participating.
Parks and Recreation	Creeks Restoration and Water Quality Improvement Program	Certified 20 additional businesses as Clean Water Businesses for a total of 90 businesses.
Parks and Recreation	Creeks Restoration and Water Quality	Completed construction of the Upper Las Positas Creek Restoration and Storm Water Management project.
Parks and Recreation	Beach Maintenance	Hand cleaned the perimeter of Mission Creek Lagoon and Sycamore Creek Outfall to prevent trash from entering the ocean.
Parks and Recreation	Forestry	Planted 323 new trees, exceeding the 2:1 ratio goal for replacing trees.
Public Works	Building Maintenance Program	Installed HVAC direct digital controls at 630 Garden Street and implemented Fresh Air cooling with economizers.
Public Works	Building Maintenance Program	Generated 494,470 kWh of energy from the Corporate Yard Solar panels, providing approximately 67% of the energy for the Corporate Yard facilities.

# Fiscal Year 2010 Performance Highlights

<b>12.) ENVIRONMENTAL LEADERSHIP</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Public Works	Motor Pool	38% of the vehicles in the City fleet are capable of using alternative fuels.
Public Works	Wastewater Capital	Received approval from Council and funding from the Clean Water State Revolving Fund (SWSRF) Loan for the Pilot Fats, Oils and Grease project.
Waterfront	Marina Management	Conducted annual Operation Clean Sweep Event collecting 3,000 pounds of seafloor debris.
Waterfront	Facilities Design and Capital Programs	Installed a solar thermal unit on Marina 1 west restroom resulting in reduced natural gas usage.

<b>13.) ADHERENCE TO STATE/FEDERAL GUIDELINES</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Airport	Air Operations Area Maintenance and Certification and Operations	Achieved a 100% compliance with Federal Aviation Regulations (FAR) Part 139 for airfield maintenance requirements and daily airfield inspections.
Airport	Facilities Planning and Development	Achieved 100% compliance with permit conditions of approval pertaining to project development, environmental monitoring, and maintenance activities.
Community Development	CDBG and Human Services Administration	Submitted the required Consolidated Annual Performance Evaluation Report (CAPER) to the U.S. Department of Housing and Urban Development on-time.
Finance	Risk Management	Achieved 100% compliance with State and Federal mandates for employee safety.
Fire	Operations	100% of Fire personnel received mandated training.
Fire	Prevention	Completed 100% of the Hazardous Materials Facility and State Mandated Licensed Facility inspections.
Parks and Recreation	Golf Course	Submitted a 100% of the monthly pesticide usage reports on-time to the County Agricultural Commissioner.
Police Department	Records	Administered required telecommunication system training to Records Bureau Team members.
Police Department	Training and Recruitment	Developed and implemented a calendar of in-house POST–certified training classes to ensure all officers are compliant with required hours of professional training and perishable skills training.
Public Works	Environmental Services	Completed 100% of required fuel site assessments and remediation efforts and reports on time.
Public Works	Motor Pool	Completed 100% of mandated inspections and certifications for aerial equipment, youth buses, and commercial vehicles.
Public Works	Water Distribution	Operated the water distribution system to meet 100% of all State and Federal requirements.

# Fiscal Year 2010 Performance Highlights

<b>13.) ADHERENCE TO STATE/FEDERAL GUIDELINES</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Public Works	Wastewater Treatment	Achieved 99.9% compliance with wastewater discharge limits as listed in the National Pollutant Discharge Elimination System permit and 100% compliance with local air emissions as specified in the Air Pollution Control District permit.

<b>14.) USE OF TECHNOLOGY</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Administrative Services	Information Systems	Implemented new server and storage technology.
Administrative Services	Information Systems	Upgraded the City's Portal server to Office SharePoint.
Community Development	Records, Archives and Clerical Services	Completed installation and utilized the Questys Solutions Records Management database for the scanning and viewing of Land Development Team records and archives.
Finance	Payroll	Brought payroll data archiving in-house saving \$6,000 annually.
Fire	Aircraft Rescue and Firefighting Operations	Continued to utilize remote video training system allowing staff to provide effective station coverage.
Police	Crime Lab	Submitted 96% of latent fingerprints to the Department of Justice within four working days.
Police	Information Technology	Implemented a regional data sharing system with Santa Barbara County law enforcement agencies.
Waterfront	Facilities Design and Capital Improvement	Added utilities information to City's GIS database.

<b>15.) SPECIAL PROJECTS COMPLETED</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Administrative Services	City Clerk	Administered the vote-by-mail 2009 General Municipal Election to elect a Mayor, three Councilmembers and vote on ballot measures.
Airport	Facilities Planning and Development	Completed construction of the Consolidated Rental Car facility, which included photovoltaic panels to provide energy to the facility.
Community Development	Redevelopment Agency	Completed the following FY 2010 projects under budget: Fire Station #1 Remodel (including a new Emergency Operations Center), IPM Sustainable Parks Project, and Soil Remediation Project for 125 State Street.
Fire	Operations	Replaced outdated 5" diameter fire hoses and converted to the County wide standard of 4".
Fire	Operations	Completed improvements to the emergency radio broadcast system increasing reliability of dispatch and command frequencies.

# Fiscal Year 2010 Performance Highlights

<b>15.) SPECIAL PROJECTS COMPLETED</b>		
<b>Department</b>	<b>Program</b>	<b>Highlight</b>
Library	Goleta Program	Increased usage of the teen section of the Library due to reorganization of materials and new furniture.
Parks and Recreation	Project Management Team	Completed trail restoration, removal of fire damaged trees, fencing and debris and installation of trail signs as part of the first phase of the Parma Park Rehabilitation and Restoration Plan
Police	Administrative Services Division	Administered the Byrne JAG grant for the six jurisdictions in Santa Barbara County and met all reporting requirements.
Police	Investigative Division	Developed and implemented an expanded Serious Habitual Offender Program to identify at risk youth who are approaching Serious Habitual Offender status and youth who are in danger of becoming active gang participants.
Public Works	Transportation and Drainage System Maintenance	Performed annual maintenance of the 5.9 mile railroad corridor per new agreement. Clean-up was consolidated into 26 consecutive days.
Public Works	Building Maintenance	Completed City's 2008 Greenhouse Gas Emissions Inventory.
Public Works	Motorpool	Created a centralized electronic vehicle pool program at 630 Garden Street and the Granada Garage, resulting in the elimination of four vehicles from the City fleet.
Public Works	Wastewater Capital	Completed the construction of the annual Sewer Main Rehabilitation Project.
Waterfront	Facilities Design and Capital Program	Completed Phase I of Marina 1 Replacement project including main walkway, gangway and landside utilities, with minimal impact to Marina 1 slip holders.

# Fiscal Year 2010 Performance Highlights

## Performance Objectives Not Met

DEPARTMENT	OBJECTIVE	COMMENTS
<b>Administrative Services</b>	<i>Provide 95% of classification recommendations to the requesting department within 45 working days of receiving the Position Description Form.</i>	This objective will continue in FY 2011.
<b>Airport</b>	<i>Complete design and construction of Phase 2 of the Tidal Circulation Project.</i>	The Tidal Circulation project carried forward to FY 2011. The project will be complete at the end of November 2010 after the installation of plant material.
<b>City Administrator's Office</b>	<i>Ensure that 90% of citizens' service requests are responded to within five working days.</i>	Continuing to work with departments to respond within the five days.
<b>Community Development</b>	<i>Continue progress on the Historic Preservation Work Program. Present Districting Plan to Historic Landmarks Commission and Ordinance Committee.</i>	Focus on the Brinkerhoff and Rosemary Lane Historic Districts will move forward in FY 11 instead of a complete districting plan.
<b>Finance</b>	<i>In partnership with the County, select a vendor by September 2009 to begin the design, permitting, and eventual construction and operation, of a conversion technology facility at the Tajiquas Landfill</i>	Work continues on this project. The Request for Proposals was released in May 2010 and the target date for selection of a vendor is now December 2010.
<b>Fire</b>	<i>Conduct two vegetation fuel modification projects based on FY 2008 plan.</i>	Two fuel modification projects were developed. Implementation of one of the projects was delayed due to bird nesting season but has now been completed and the second project is going out to bid and will be implemented in late November.
<b>Library</b>	<i>Maintain the Library circulation rate at 723,000.</i>	The impact of furlough and a reduced book budget was greater than anticipated and circulation rates were lowered in FY 2011 to reflect this impact.
<b>Parks and Recreation</b>	<i>Process 1,500 facility reservations for community, private, and public events at four community buildings.</i>	The current economic conditions continue to have an impact on facility rentals and marketing in FY 2011 will focus on these facilities.
<b>Police</b>	<i>Process 93% of Special Event Permit Applications within three working days.</i>	To reflect reduced staffing levels the processing time has been extended to five working days in FY 2011.
<b>Public Works</b>	<i>Conduct at least one post-construction public feedback survey to assist in the continued enhancement of Capital Improvement Project management.</i>	Improvements to the survey process and expanded outreach efforts will be implemented in FY 2011.
<b>Waterfront</b>	<i>None</i>	

# City of Santa Barbara



## Comparative Indicators Report Fiscal Year 2011 Budgets

November 2010

The Comparative Indicators report is a snapshot of information in six key areas. The indicators are related to City demographics, general fund revenues and expenditures, public safety, library, parks and public works services with ten other cities. The cities include Carlsbad, Oceanside, Santa Cruz, Ventura, Sunnyvale, Newport Beach, Huntington Beach, Berkeley, Redondo Beach, Santa Monica and Santa Barbara. The information was gathered from adopted and proposed FY 2011 budgets, on-line resources and reports and communication with staff.

While every city faces different challenges based on expectations of service levels, fiscal constraints, and community demographics, this information provides a starting point to gauge our effectiveness and efficiency relative to these other California communities.

### **General Demographics**

The City of Santa Barbara is just below the median in both population and land area and ranks fourth in density at 4,328 people per square mile. The City of Carlsbad's population increased the most by 1.7% from 2009. The City of Santa Monica has the greatest density at 11,169 people per square mile. According to the 2009 American Community Survey Santa Barbara's per capita income is \$35,883 just slightly below the median of \$40,183. The median household income increased in Santa Barbara by 9% from 2008 but Santa Barbara now has the lowest median household income at \$59,016. The median of this group of cities is \$71,095 (Santa Monica) and Newport Beach continues to be the highest at \$104,435. Owner Occupied housing was down slightly in Santa Barbara at 41% (-1%) from 2008. Ventura went down 5% to 53% and Redondo Beach increased by 6% to 56%. Carlsbad continued to be the highest at 70% Owner Occupied Housing which is a 3% increase from 2008 data.

### **Financial**

The financial information gathered and presented in this report, provides an overview of a city's expenses and financial resources. Since every city is structured and organized differently, this report does not include every department. Instead, this report reviews and evaluates key comparable areas.

When evaluating the General Fund revenue, Redondo Beach and Santa Monica are outliers on the chart -- \$65,838,202 and \$251,572,856; respectively. Santa Barbara is 9.6% below the median at \$102,376,117; yet when assessing the per capita revenue Santa Barbara is 9% above the median at \$1,126. The General Fund revenue per capita spectrum ranges from Oceanside at \$619 to Santa Monica with \$2,714.

The policies and amounts allocated to Capital projects from the General Fund varied greatly. Carlsbad has a dedicated infrastructure fund that monies are allocated to every year. In FY 2011 many communities, in response to the current economic situation, either completely eliminated or greatly reduced General Fund dollars allocated to capital projects. Some communities, like Ventura, appear to have large capital programs but when you look at the Capital Program detail the funds are from grants or dedicated funds for specific projects.

The source of General Fund revenues vary from city to city, including special tax districts, grant funds and other dedicated revenue. Five key general fund revenue sources were identified: Sales, Property, Business License, Utility Users and Transient Occupancy taxes. Newport Beach, Carlsbad and Oceanside communities do not have a Utility Users Tax. These five key taxes represent 59% of Santa Barbara's General Fund revenue. Santa Barbara's Property and Transfer Tax per capita is \$255, which is 16% below the median \$303 (Sunnyvale) and Newport Beach has the highest at \$814 per capita. Santa Barbara continues to have the third highest Transient Occupancy Tax (TOT) revenue per capita at \$123. The Transient Occupancy Tax revenue per capita also illustrates the diversity of revenue



receipts; Oceanside receives \$17 per capita, Berkeley \$48 per capita and Santa Monica receives \$320 per capita. Most agencies projected less TOT in FY 2011 but Santa Cruz, Berkeley and Newport Beach have projected increased revenue.

## **Authorized Positions**

The range for authorized positions per 1,000 population is 5.29 (Oceanside) to 23.54 (Santa Monica). Santa Barbara has 11.15 authorized positions per 1,000 residents. The difference from one city to the next may be due to more enterprise operations such as Airport, Waterfront, Water/Wastewater utilities and Downtown Parking or that the organization emphasizes a higher level of service. Additional information and comparison about individual programs and departments is needed to understand exactly where Santa Barbara varies from these other communities.

## **Public Safety**

### Police Department

Data was gathered for three standard indicators: percentage of General Fund expense, number of authorized positions per 1,000 residents and Part One Crimes per 1,000 residents. The Part One Crimes data was pulled from the 2009 Department of Justice annual report. The Department of Justice cautions against using the data as a ranking tool because the information can be misleading due to the variability between communities.

The Police Department expenditure represents 32.7% of Santa Barbara's General Fund expense and is the median of this group. Redondo Beach expends 43.3% of General Fund revenue on Police while Carlsbad expends 25.9%. It should be noted that Sunnyvale is the only city that has a combine Police and Fire service. Variation in percentage may also reflect the size of other City General Fund departments, specifically Parks and Recreation and Community Development.

The number of sworn authorized positions per 1,000 residents provides an understanding of staffing levels in a community. Santa Barbara continues as the median with 1.51 authorized police officers per 1,000 residents. The range is 1.10 (Ventura) to 2.31 (Santa Monica).

Part One Crimes are defined as homicide, burglary, robbery, rape, vehicle, theft, aggravated assault, larceny and arson. Each city Police Department submits this information to the Federal Bureau of Investigation (FBI). The data for this year was pulled from the 2009 Preliminary Report. It is recognized that this data potentially has the greatest variance due to reporting policies, community practices and population characteristics. In 2009 the Part 1 Crime rate for Santa Barbara was 37 per 1,000 residents, up from 34 in 2008. 2010 data already indicates that 2009 was an unusual year and that Part One Crimes have dropped significantly. It is estimated that the Part One Crime rate for 2010 will be approximately 30 incidents per 1,000 residents.

### Fire Department

The Fire Departments of each city organization operate a variety of programs. Santa Barbara provides emergency medical response, fire fighting and emergency services as part of the department. Other communities include Marine Rescue (Santa Cruz), Lifeguards (Newport Beach) and paramedic services (Redondo Beach, Carlsbad and Huntington Beach). Some communities also receive funding from a FireMed program, where individuals pay an annual fee (\$46-\$60) to receive paramedic, emergency ambulance service, and other additional services.

Santa Barbara Fire Expenditures as a percentage of the General Fund are 21%, which exceeds the median of 18.7%. Santa Barbara has 1.13 sworn positions per 1,000 residents. Another measure

utilized to better understand operations is the number of square miles covered per fire station. Each of Santa Barbara's fire stations covers approximately 3 square miles. (Fire Operations for the Santa Barbara Airport were excluded from the data as they are funded by the Airport and operate outside the downtown core.)

In conclusion Santa Barbara's Police and Fire services represent 53.9% of the General Fund expense.

## **Library**

The primary source of library information was the California Public Library Survey of 2010 for Fiscal Year 2009. The size and organization of library systems vary greatly from one community to the next. Santa Barbara and Santa Cruz are unique agencies that provide Library services for both the County and City, making services available to a larger population (200,000+). Ventura Library information was included as well even though the system is run by the County and services a much larger population. Santa Barbara's Library Department operating budget in 2009 was \$5,461,505 and the per capita cost was \$27.47 per population served with the median at \$56.45 (Redondo Beach). The City's cost for serving City residents was isolated this year and is shown on the graphs as well.

## **Parks**

When looking at city parks and recreation programs the organizational structures varied significantly. Some combined the programs under Community Services while others included larger departments like Waterfront and Library. Developed park land is a common indicator. Santa Barbara has 360 acres of developed parks as well as 1200 acres of open space. Santa Barbara is above the median (3.13) at 3.96 acres per resident. The range is 1.31 acres per person in Santa Monica to 8.38 acres per person in Santa Cruz.

## **Public Works**

### Street Pavement Condition Index

The Pavement Condition Index (PCI) indicates the quality of the streets in each city. This information is established and reported by cities every two years. As a result, some of the numbers presented are for various years and can vary depending on the rating system used. A PCI of 70 is considered to be good. In FY 2009 the City of Santa Barbara received a new PCI report and the PCI dropped to 68 from 70.

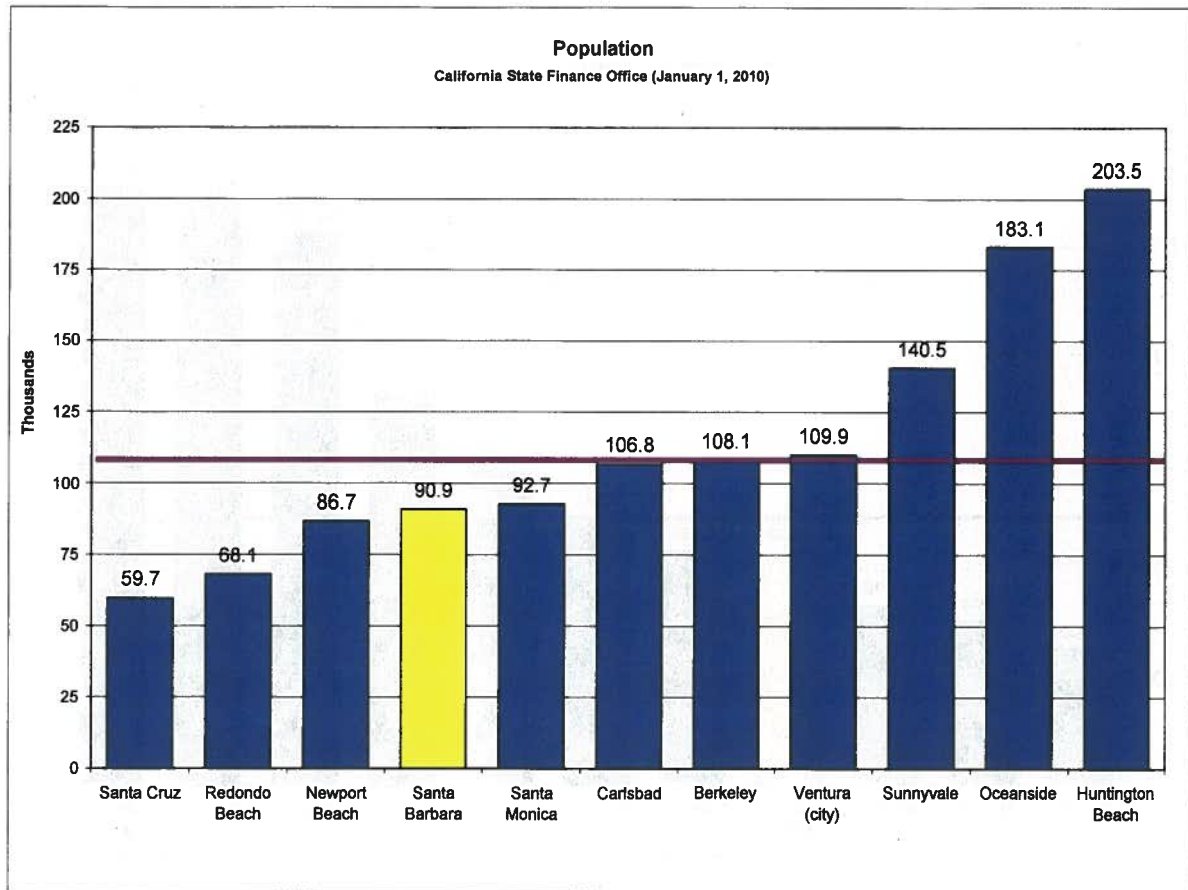
### Streets Maintained

Street maintenance is also an indicator of the amount of miles that the city has to maintain and is a companion indicator to PCI. Some cities track center miles and others track lane miles. Center miles are measured from the center line of the street and don't count whether there are two or more lanes, while lane miles account for the distance covered by each lane. Santa Barbara maintains 240 paved center lane miles.

## **Conclusion**

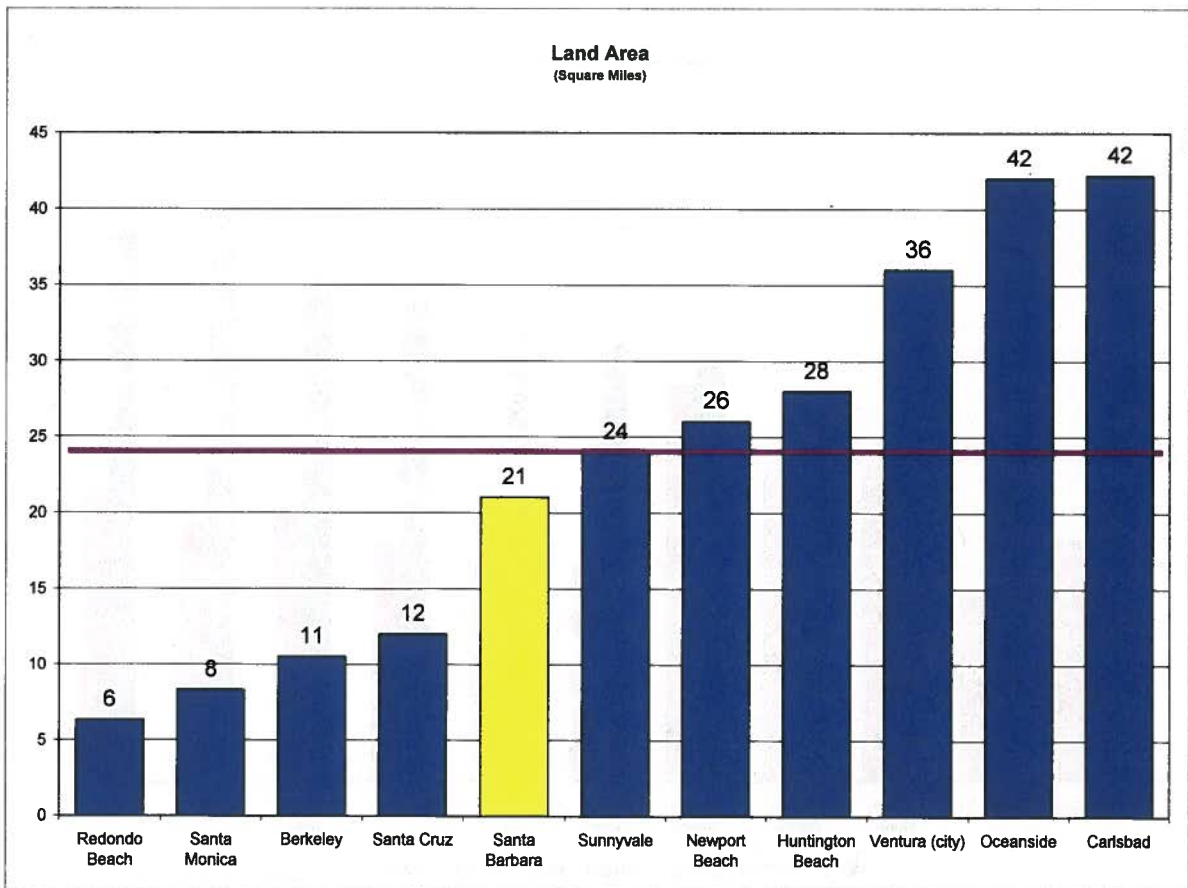
Review of the data collected indicates that Santa Barbara is at or near the median in most of the service areas. The areas where Santa Barbara exceeds the median represents the City's ongoing commitment to public service, safety, and open space.

Note: The budget data for Berkeley, Carlsbad, Newport Beach, Santa Cruz, Santa Monica, Sunnyvale, and Oceanside came from their FY 2011 adopted budgets. The proposed budgets were used for, Huntington Beach, and Ventura. Additionally information was gathered from on-line resources, annual reports and communication with staff. In the communities where information was not available they have been omitted from the graphs.



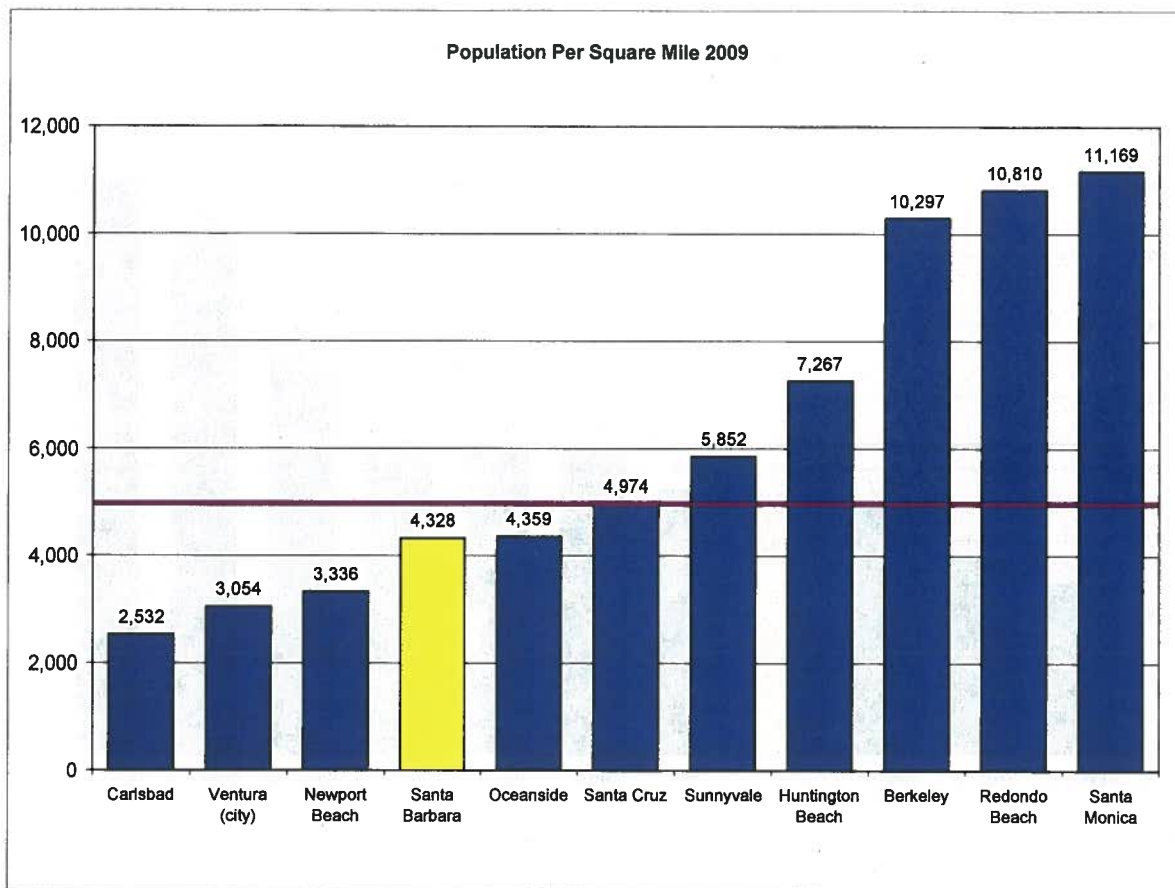
1 of 40

10/25/2010



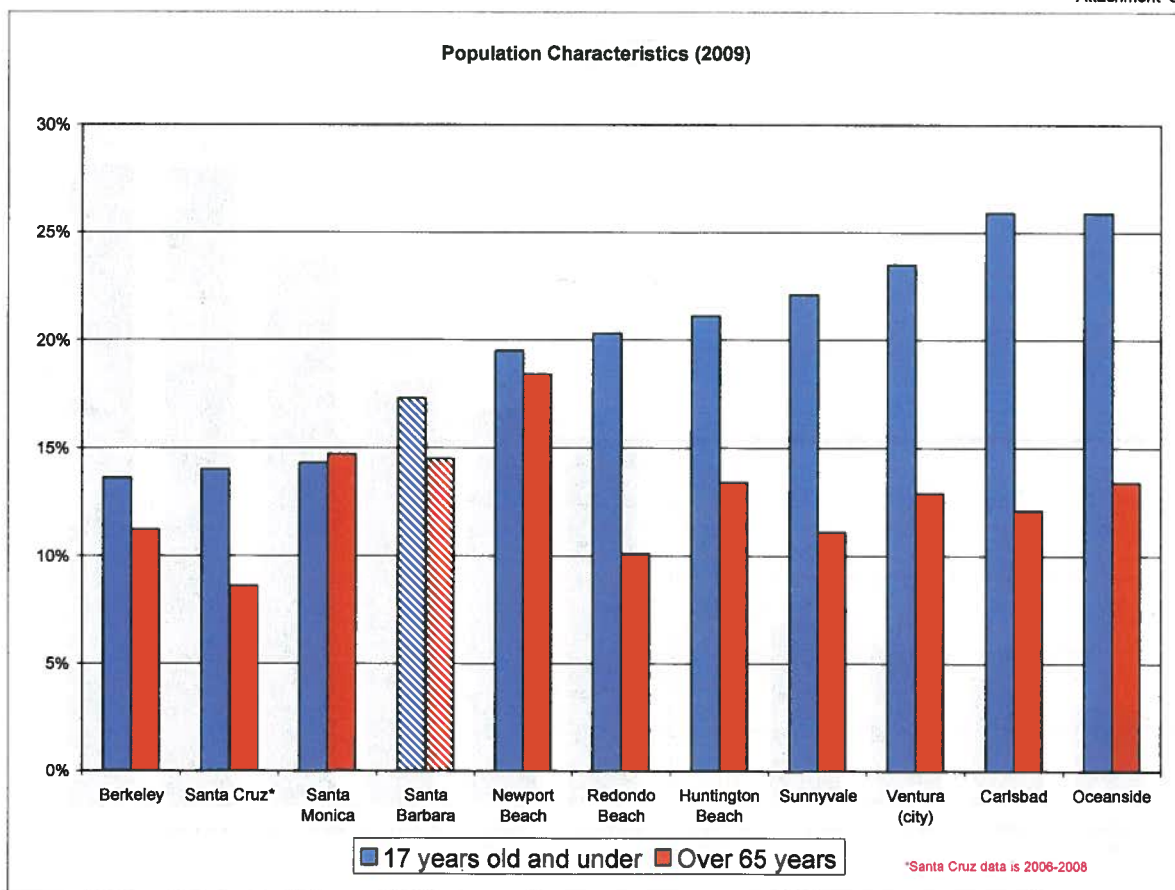
2 of 40

10/25/2010



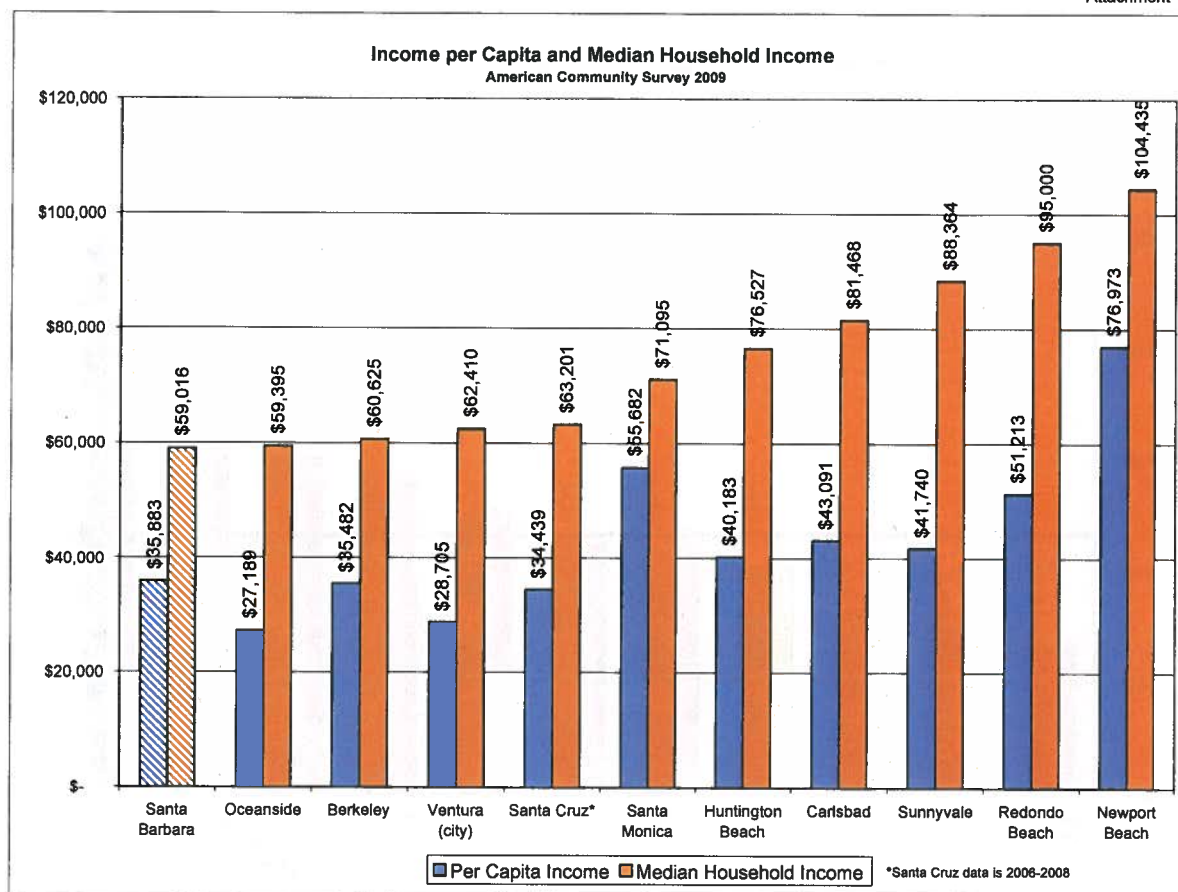
3 of 40

10/25/2010



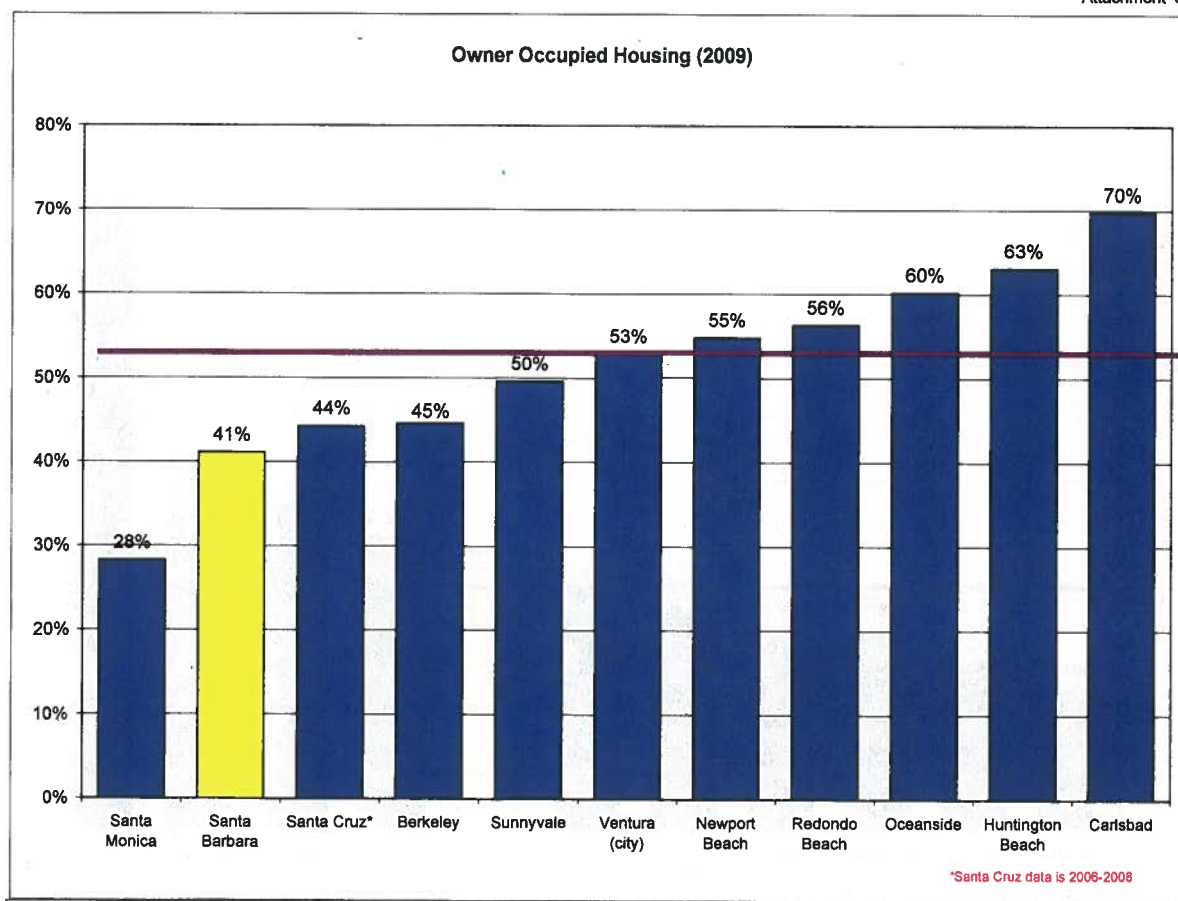
4 of 40

10/25/2010



5 of 40

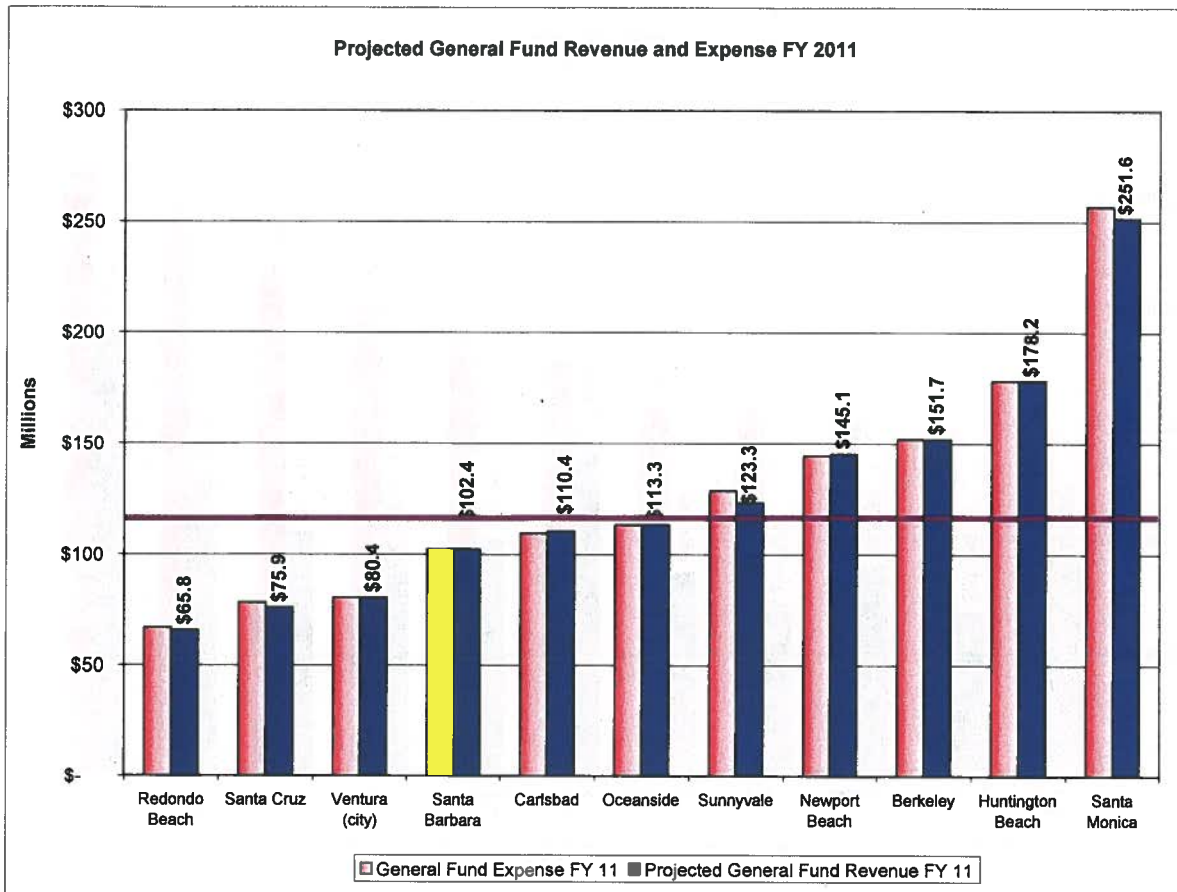
10/25/2010



6 of 40

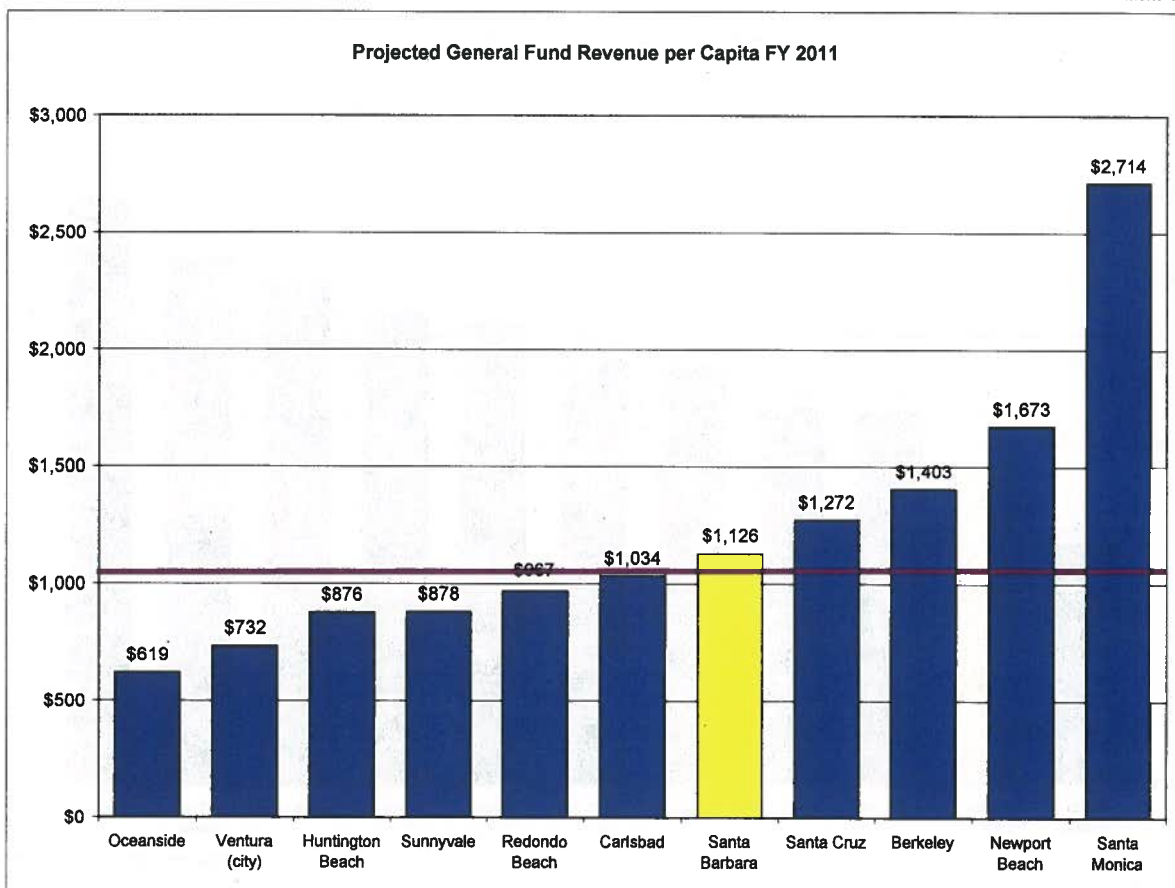
10/25/2010





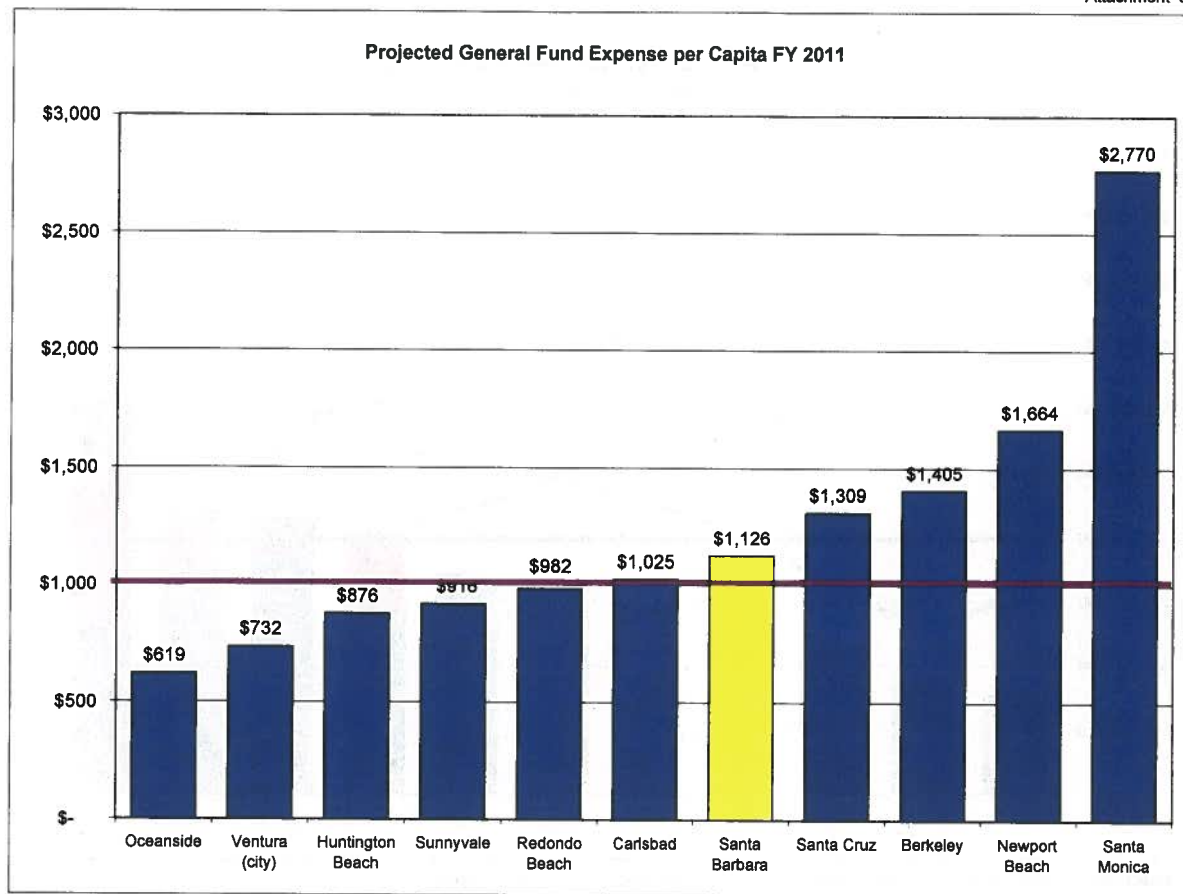
7 of 40

10/25/2010



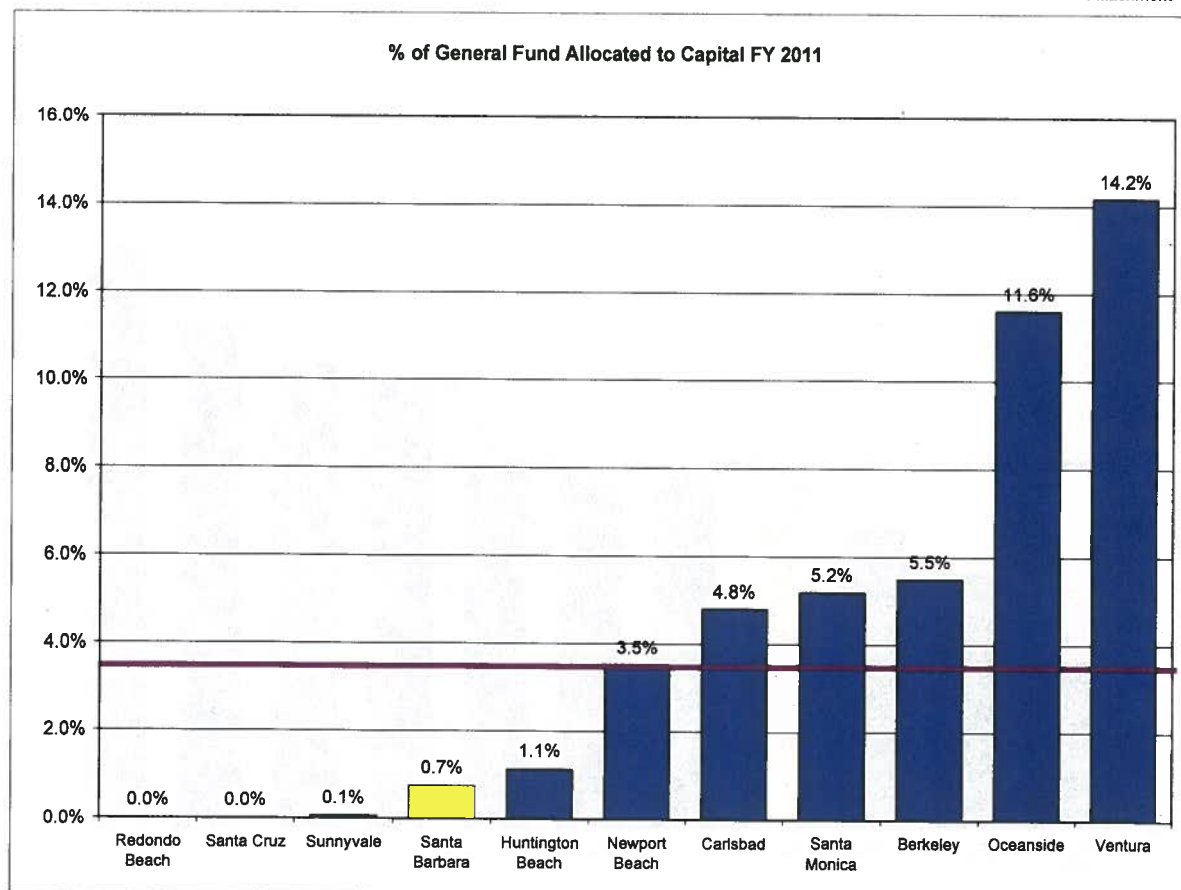
8 of 40

10/25/2010



9 of 40

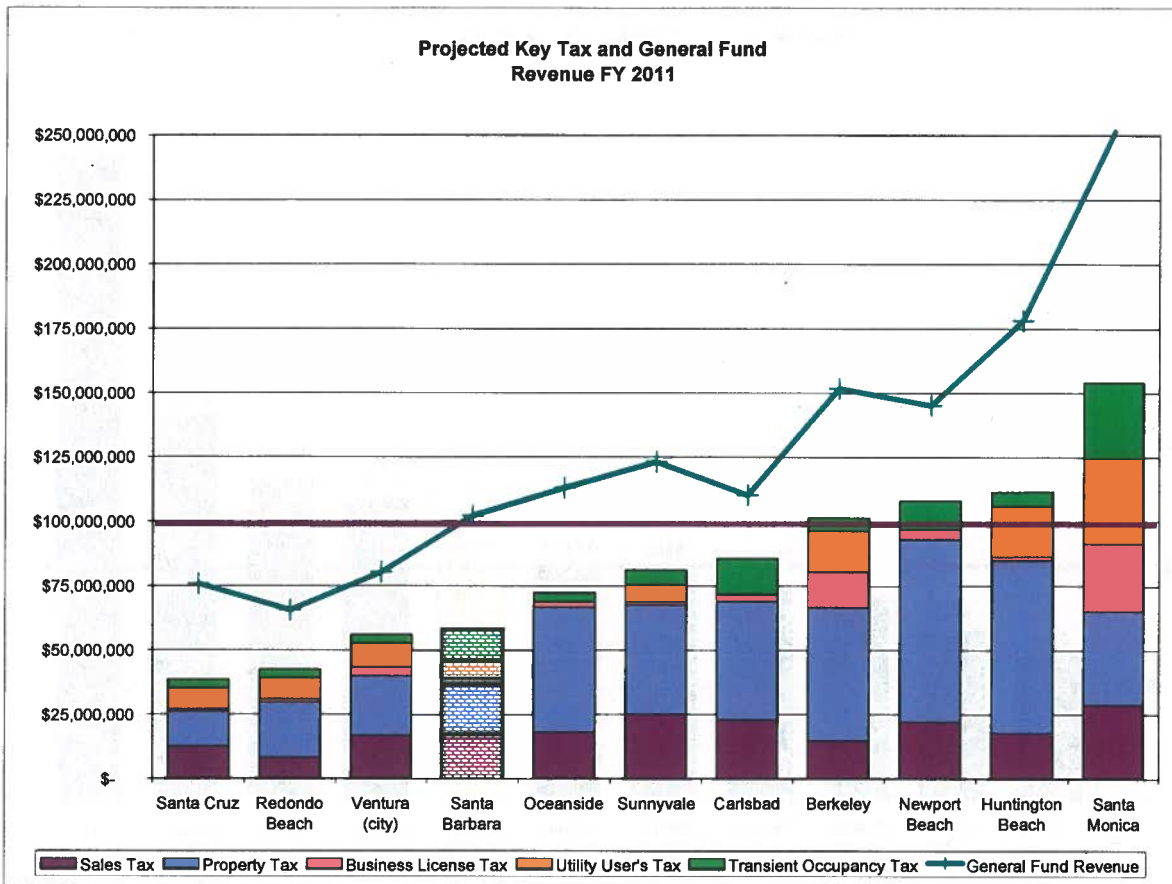
10/25/2010



10 of 40

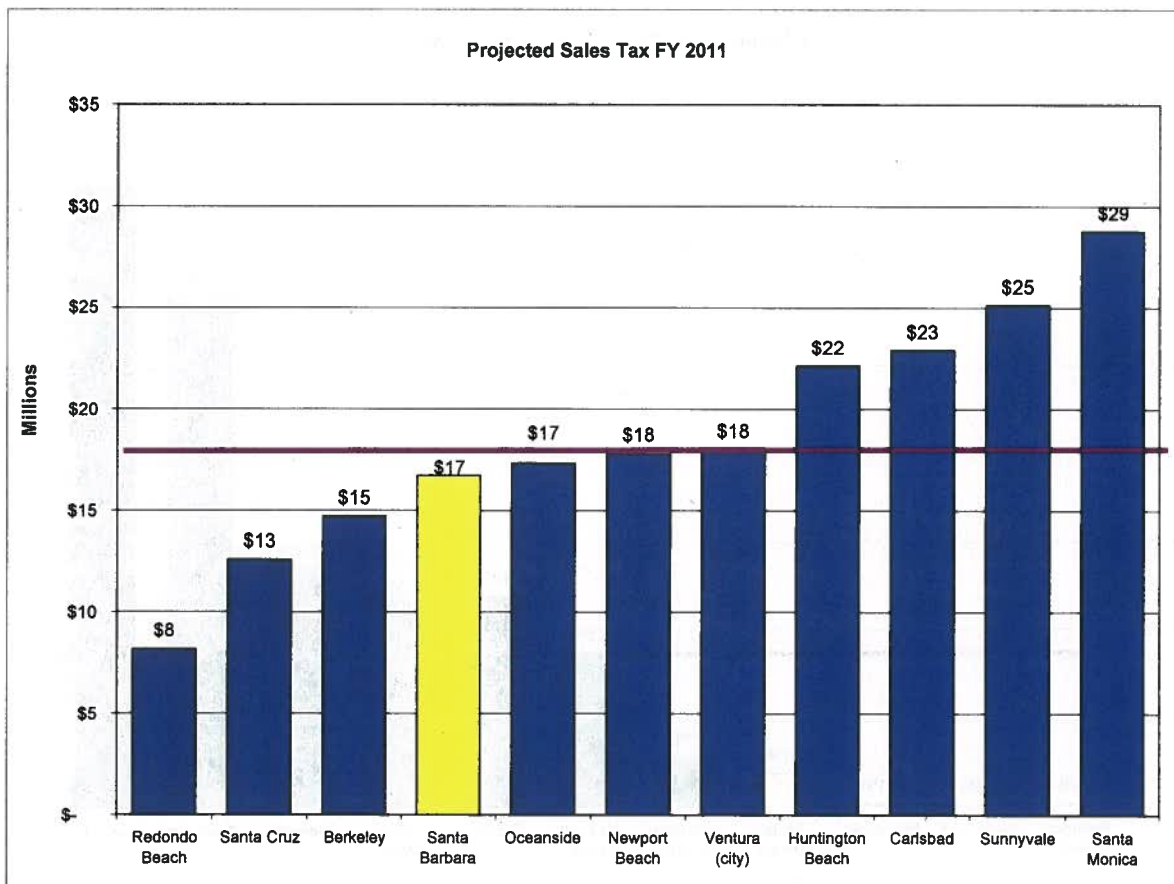
10/25/2010





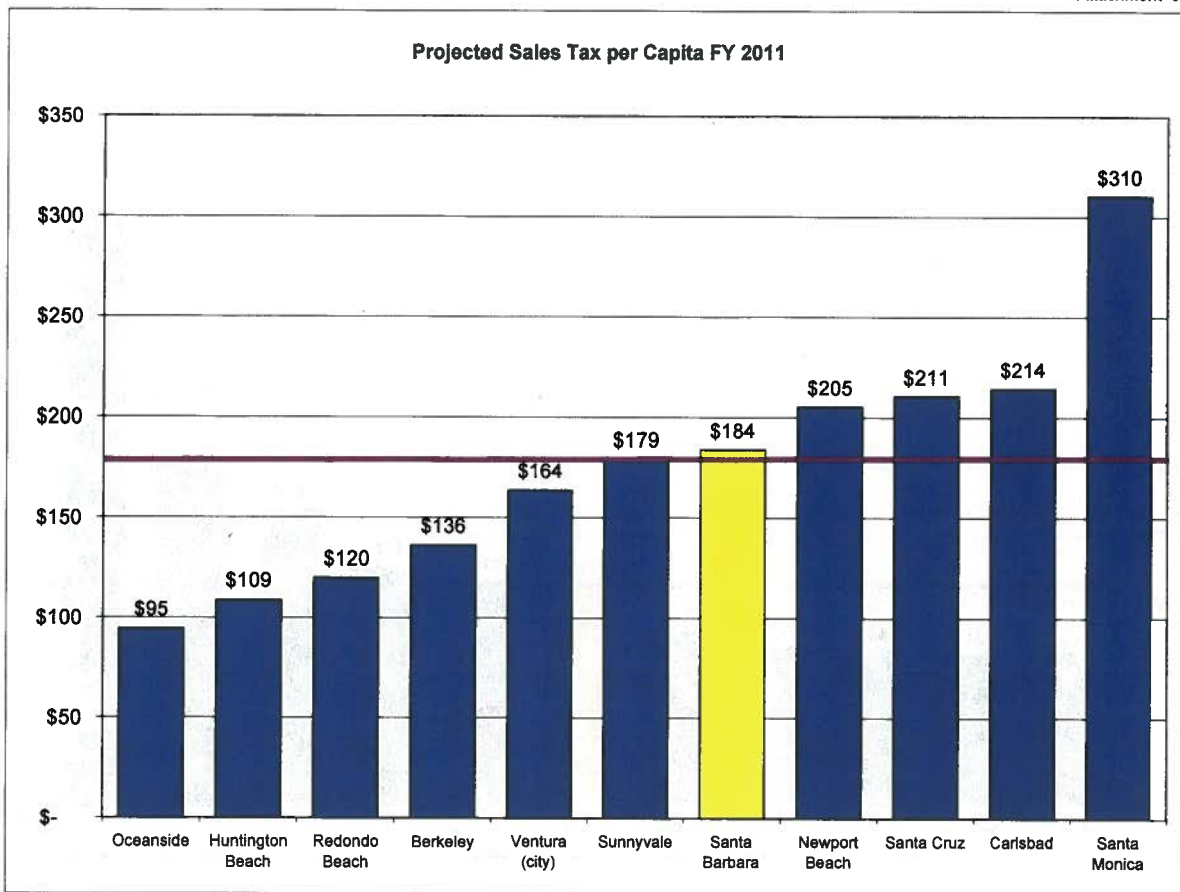
11 of 40

10/25/2010



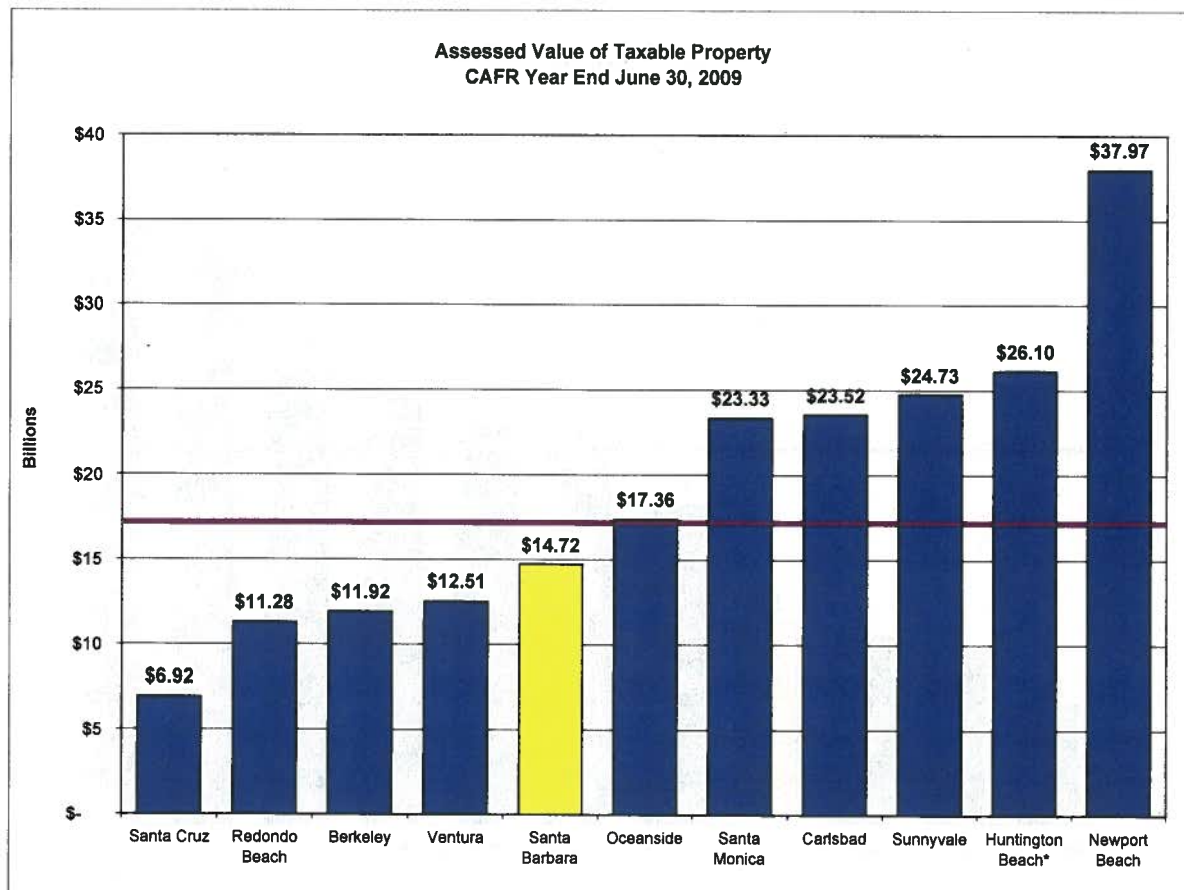
12 of 40

10/25/2010



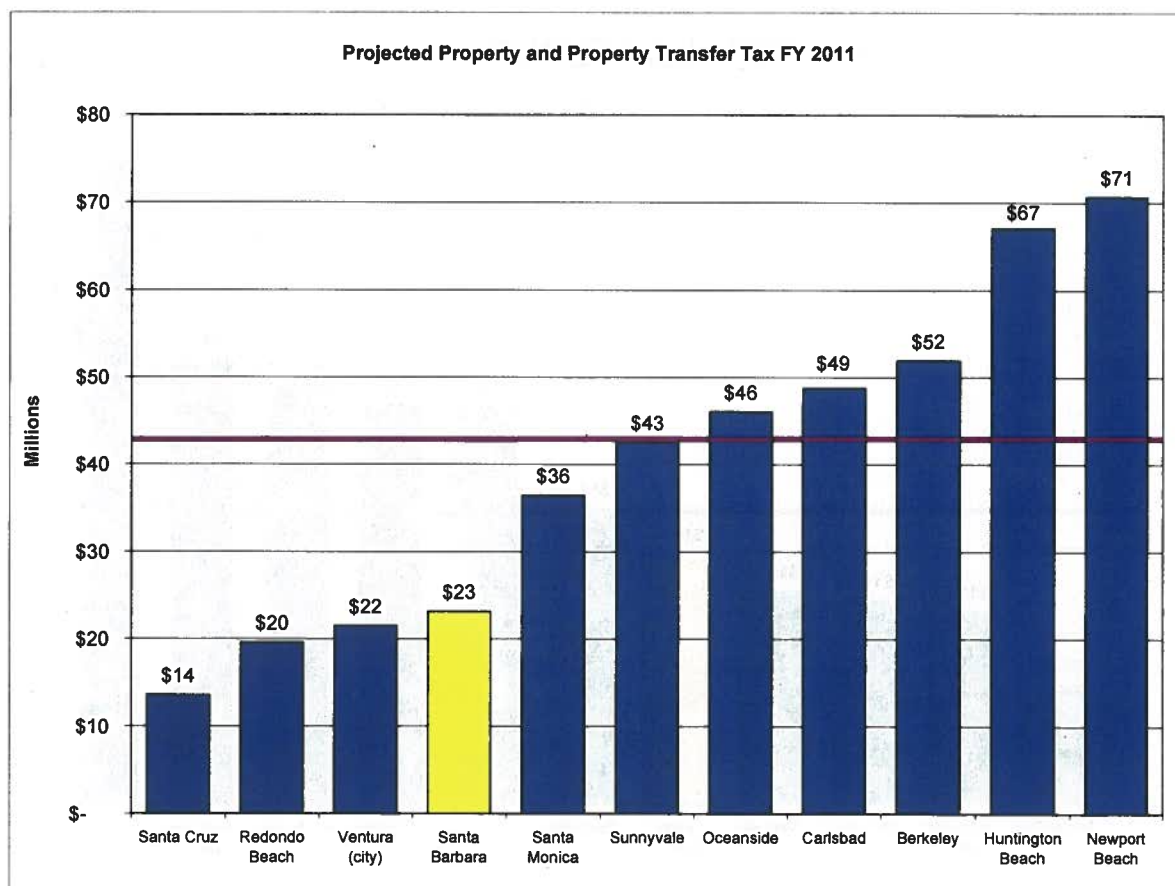
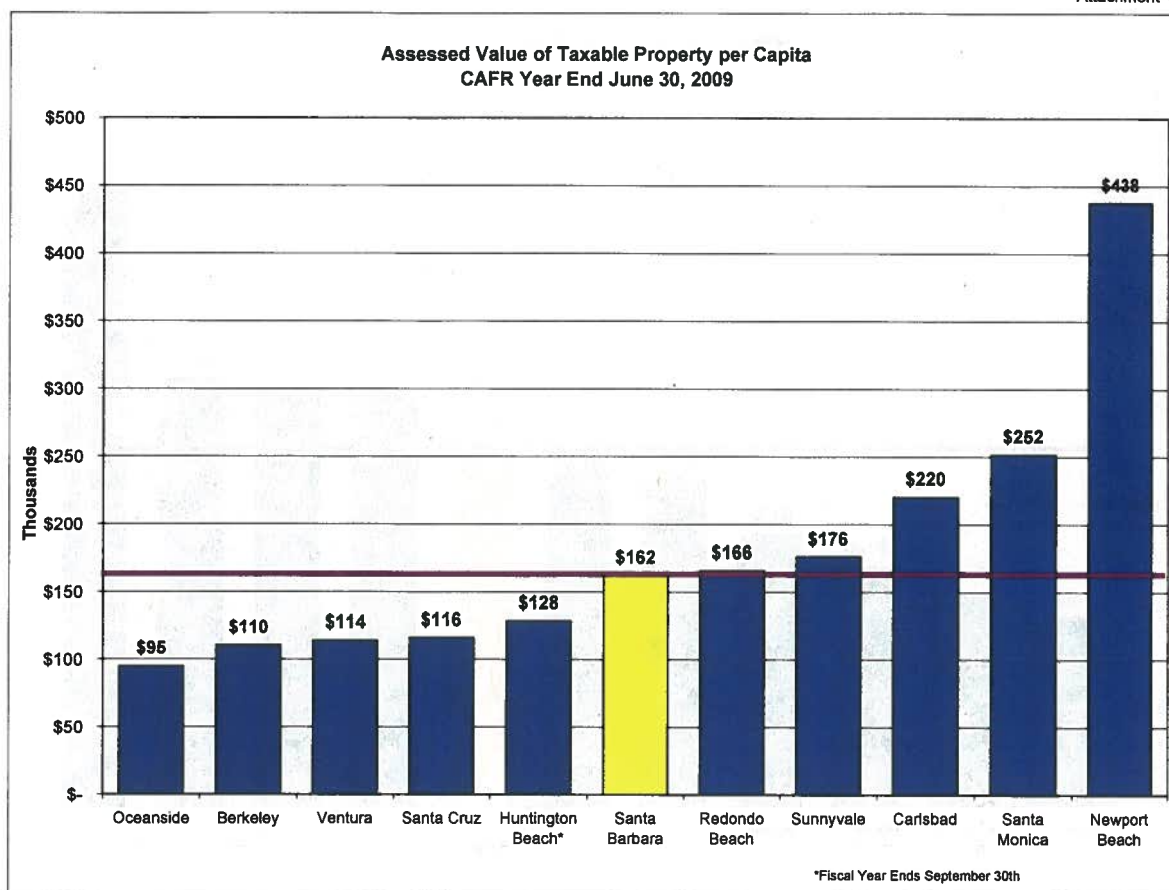
13 of 40

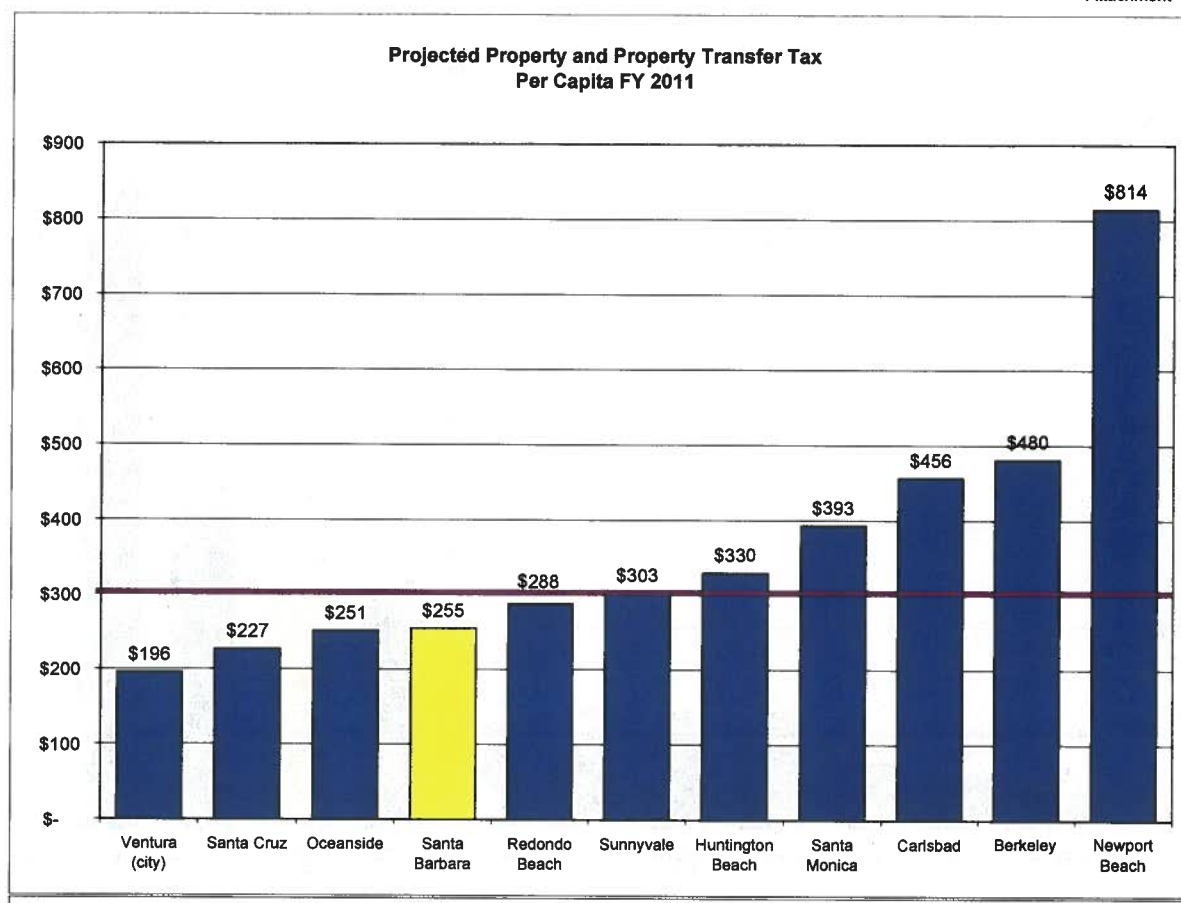
10/25/2010



14 of 40

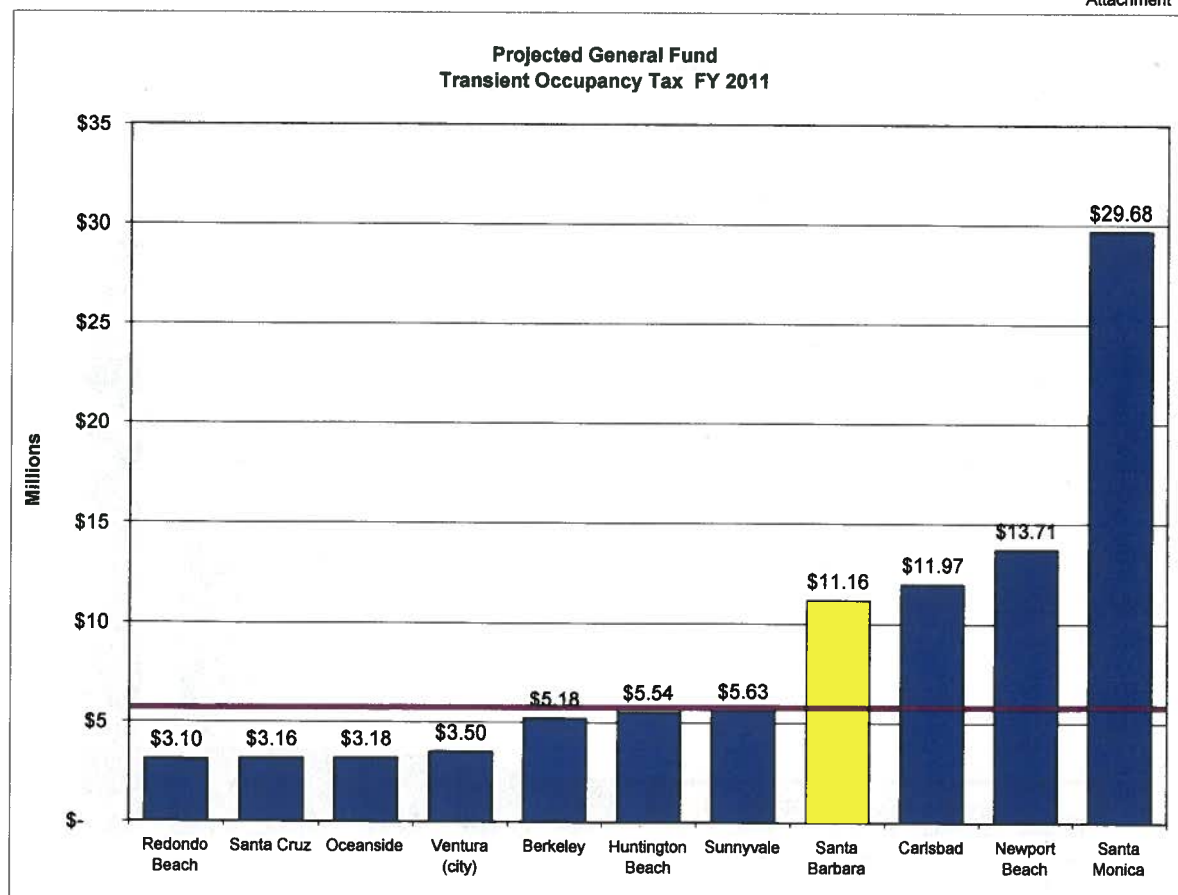
10/25/2010





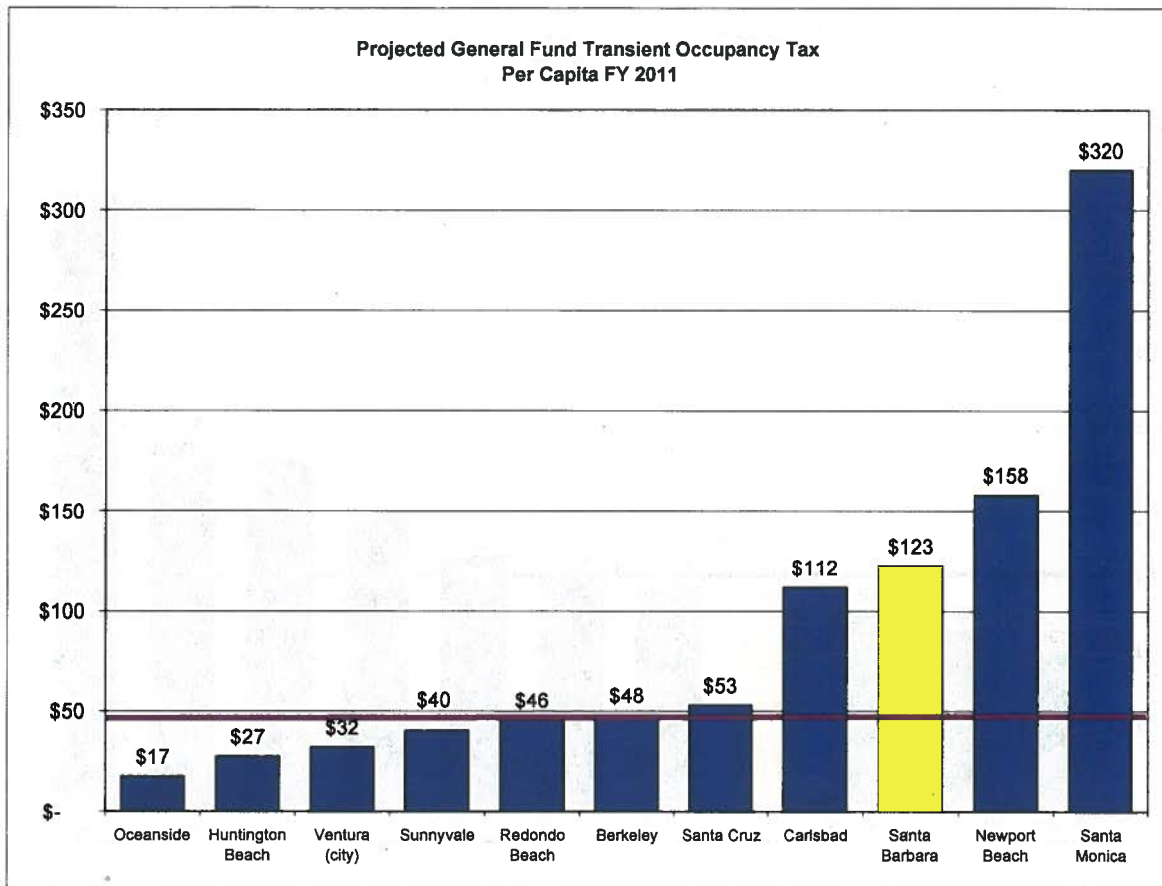
17 of 40

10/25/2010



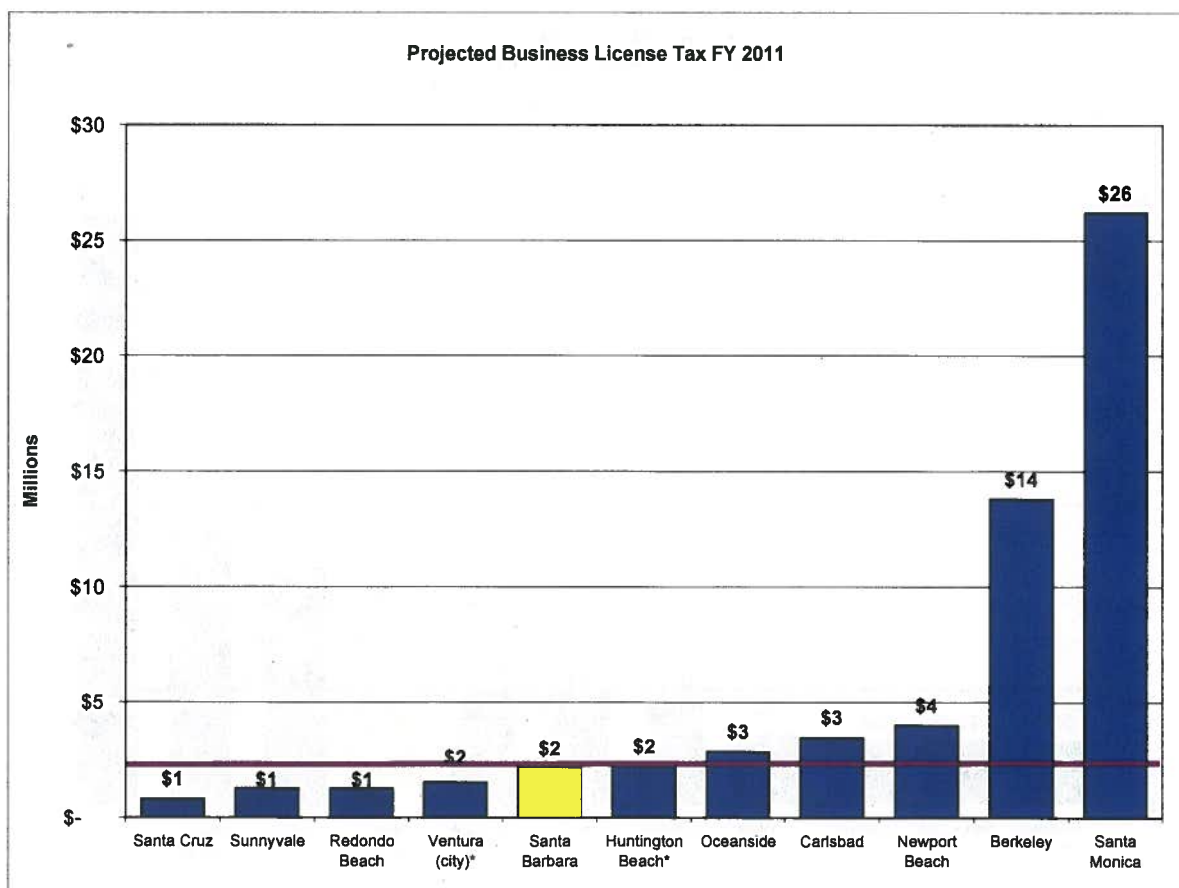
18 of 40

10/25/2010



19 of 40

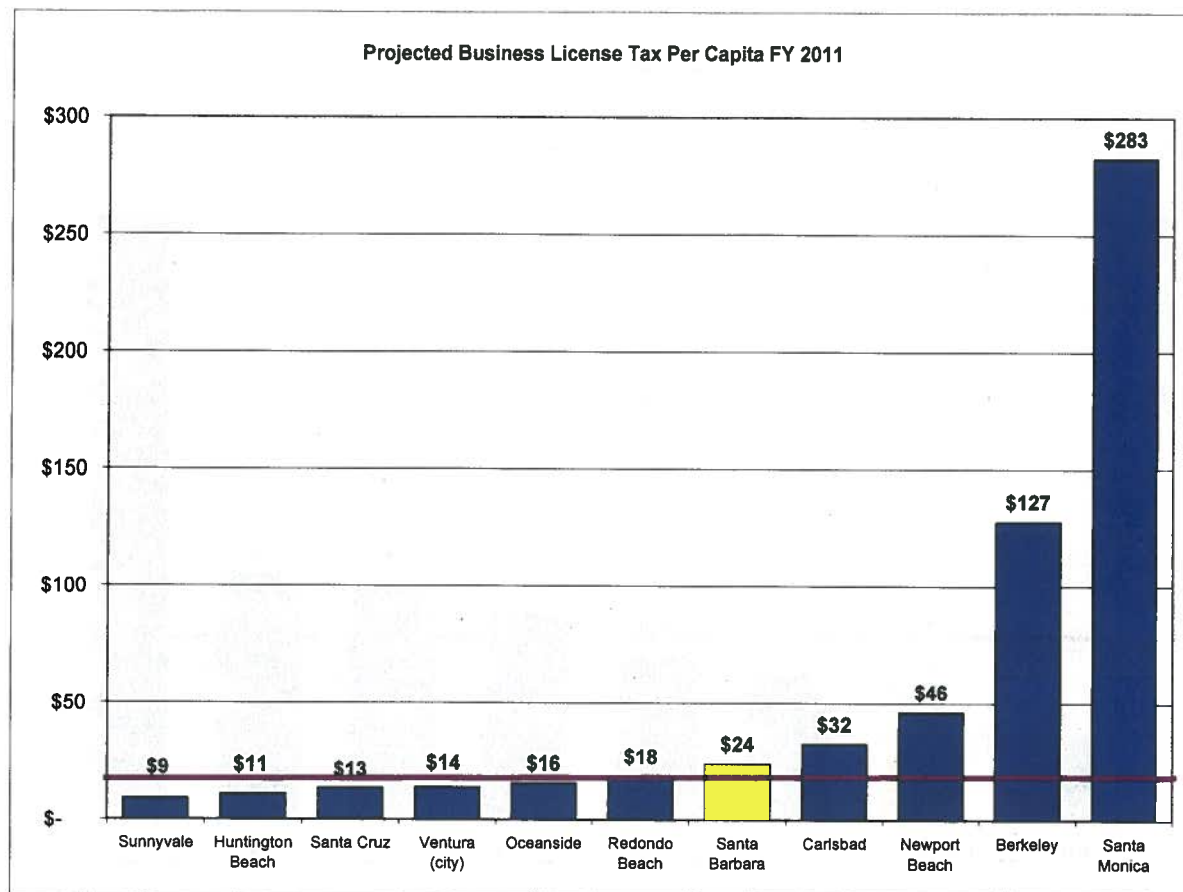
10/25/2010



20 of 40

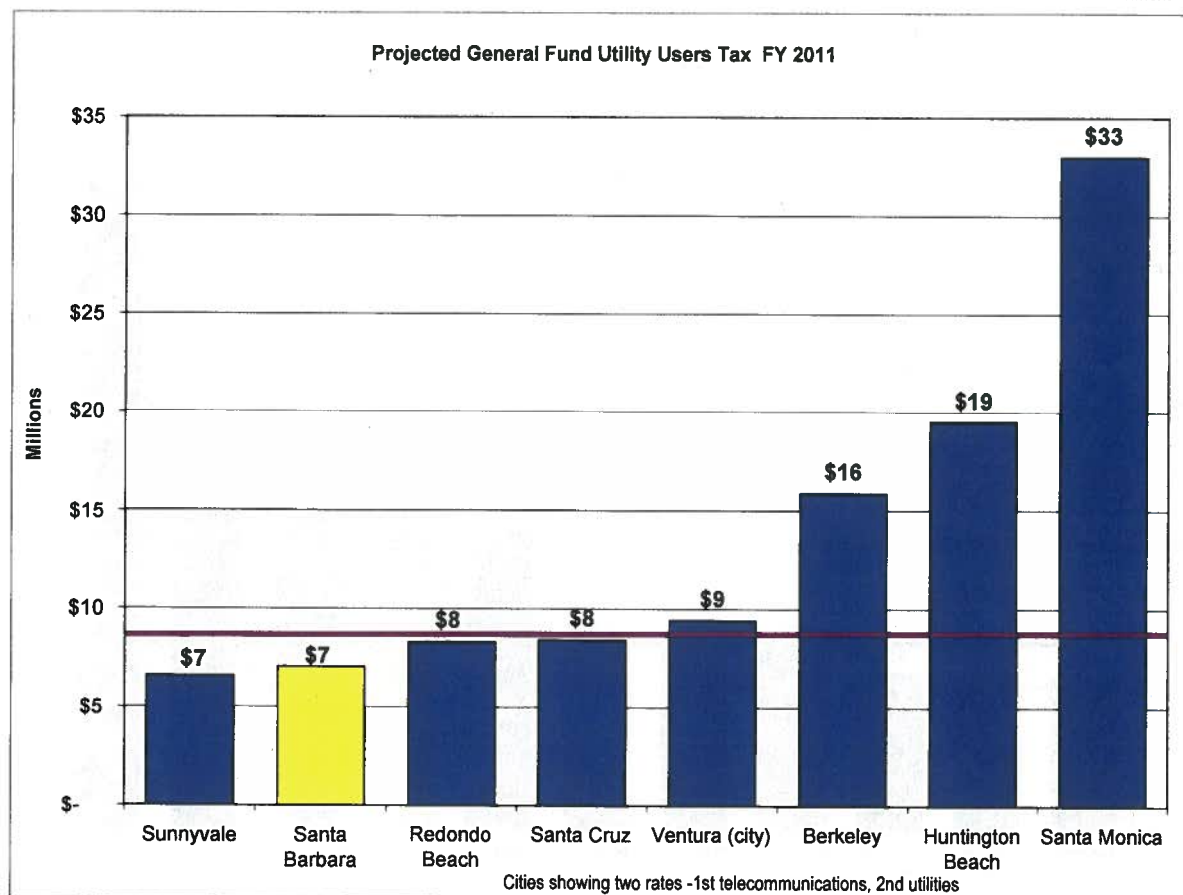
10/25/2010





21 of 40

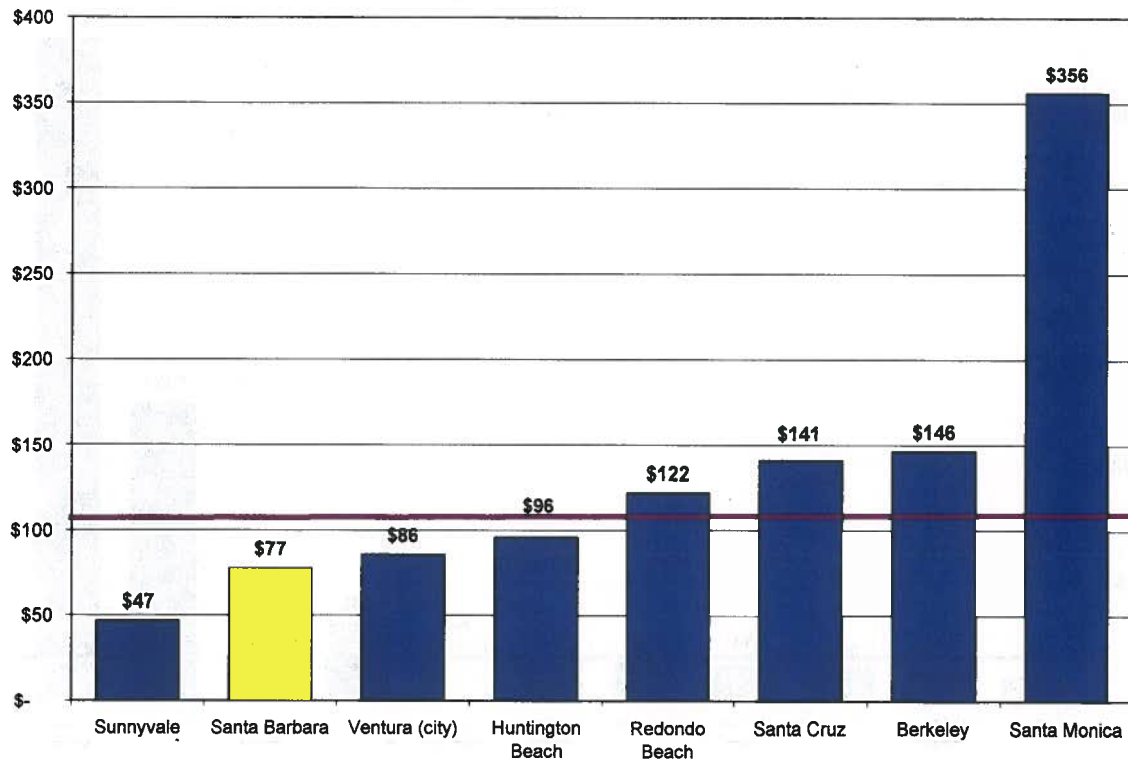
10/25/2010



22 of 40

10/25/2010

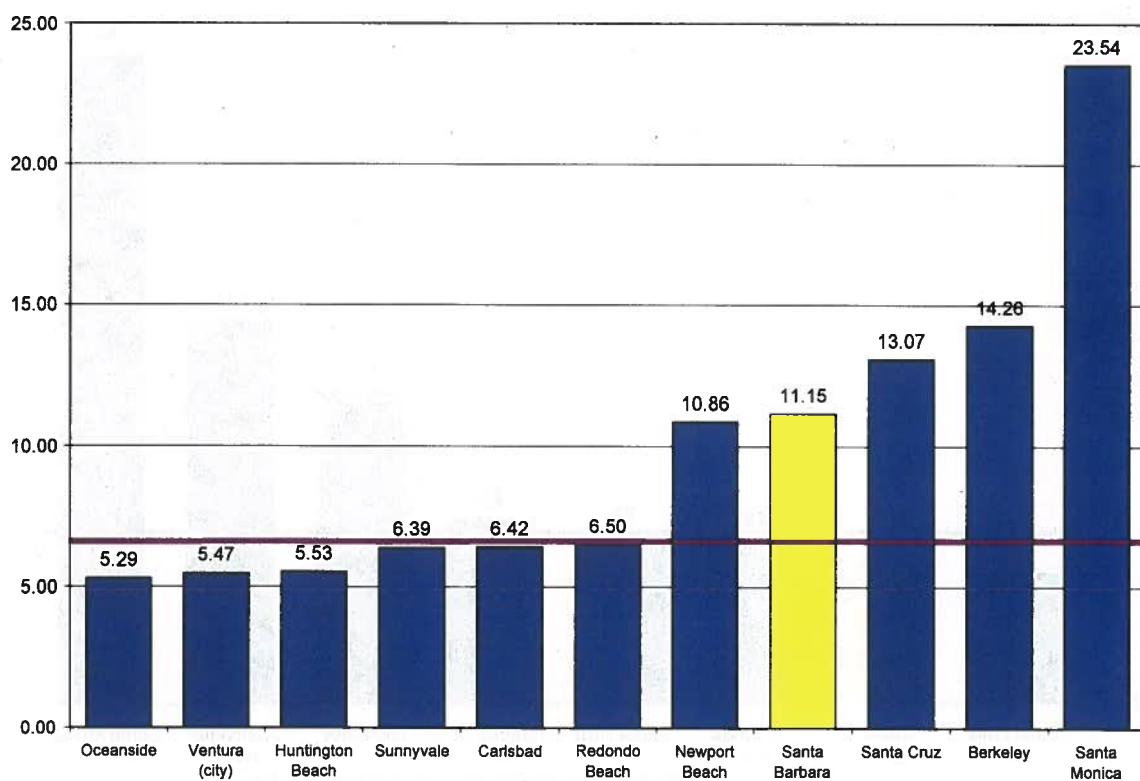
Projected General Fund Utility Users Tax Per Capita FY 2011



23 of 40

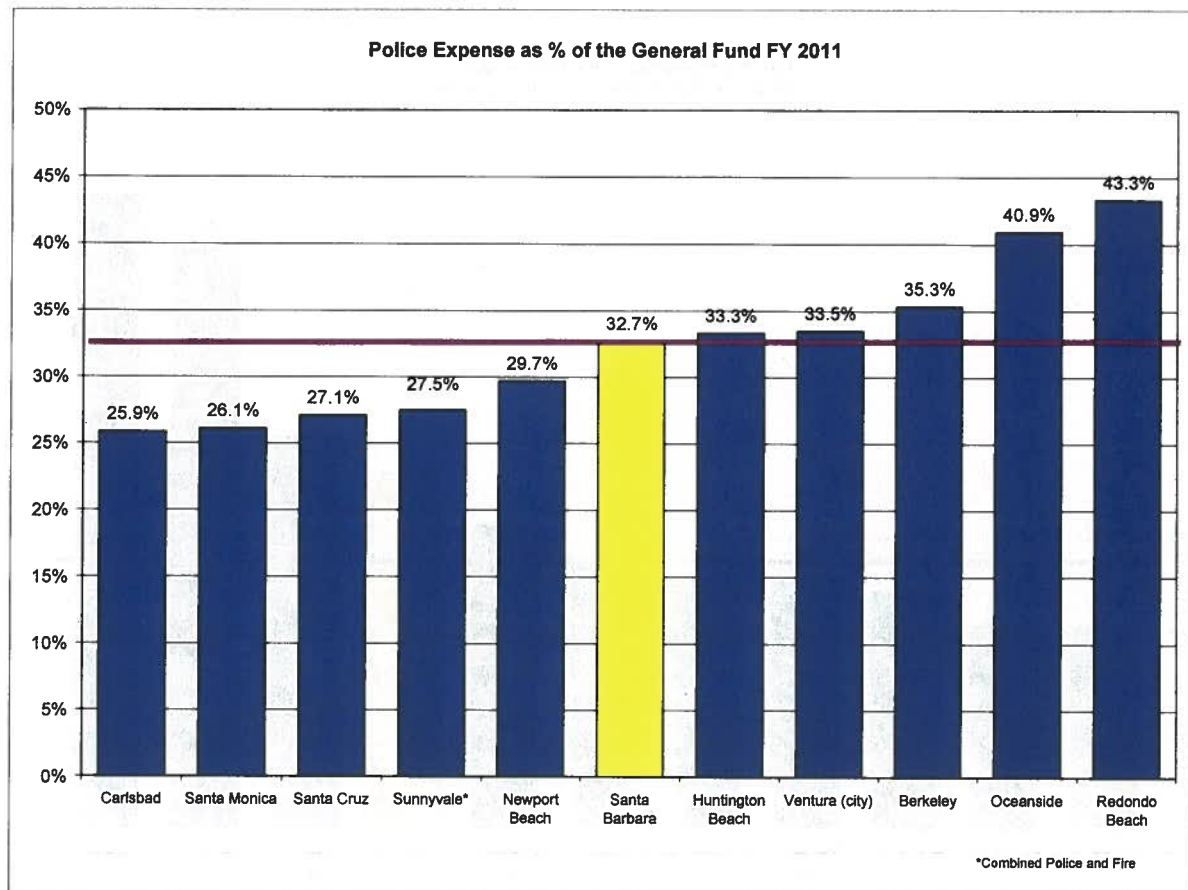
10/25/2010

Authorized Positions per 1,000 Population FY 2011



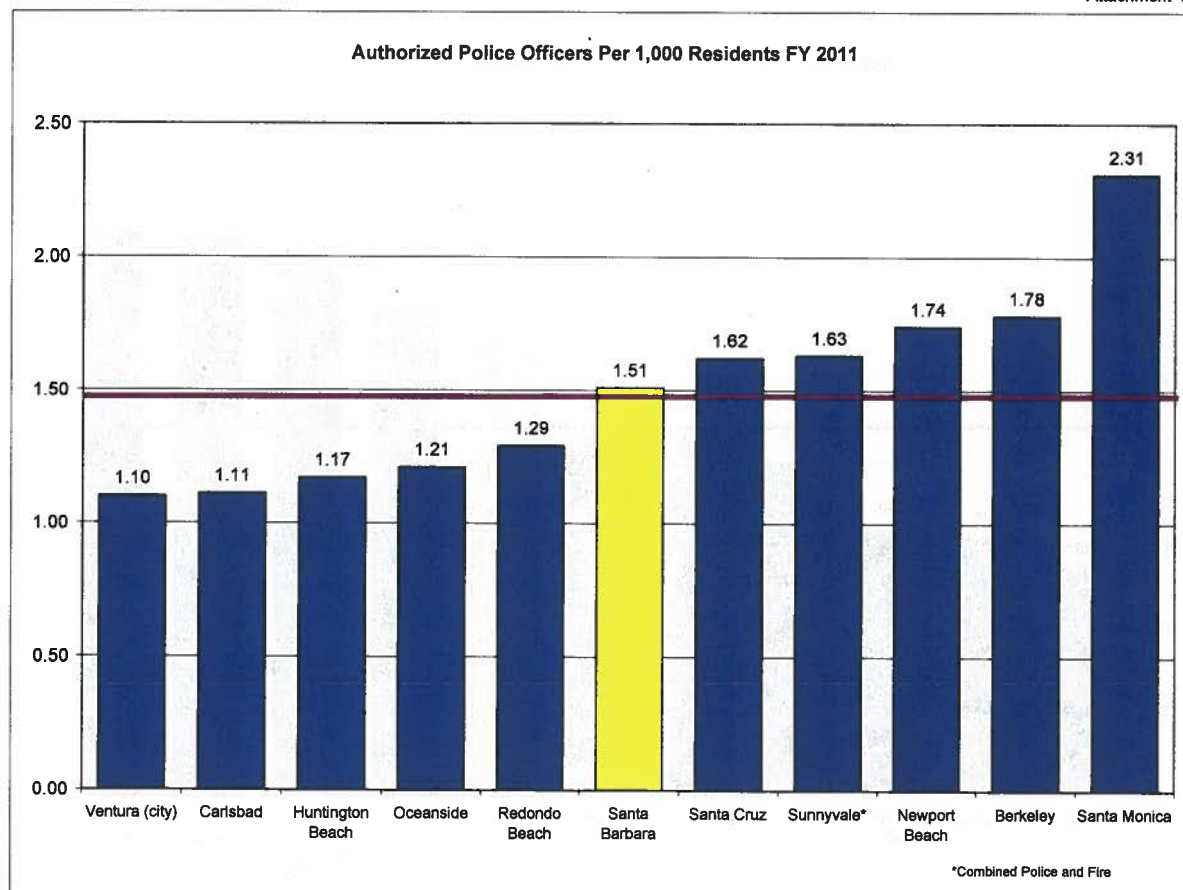
24 of 40

10/25/2010



25 of 40

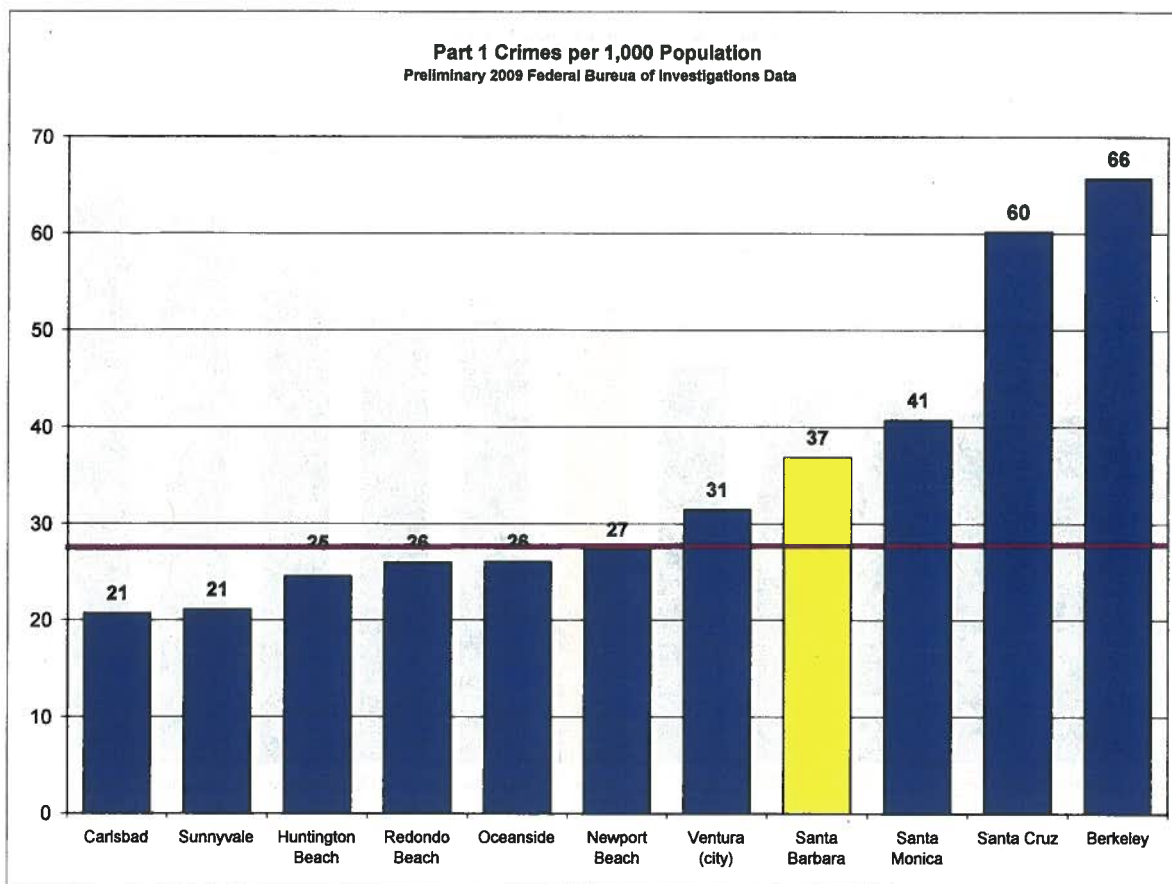
10/25/2010



26 of 40

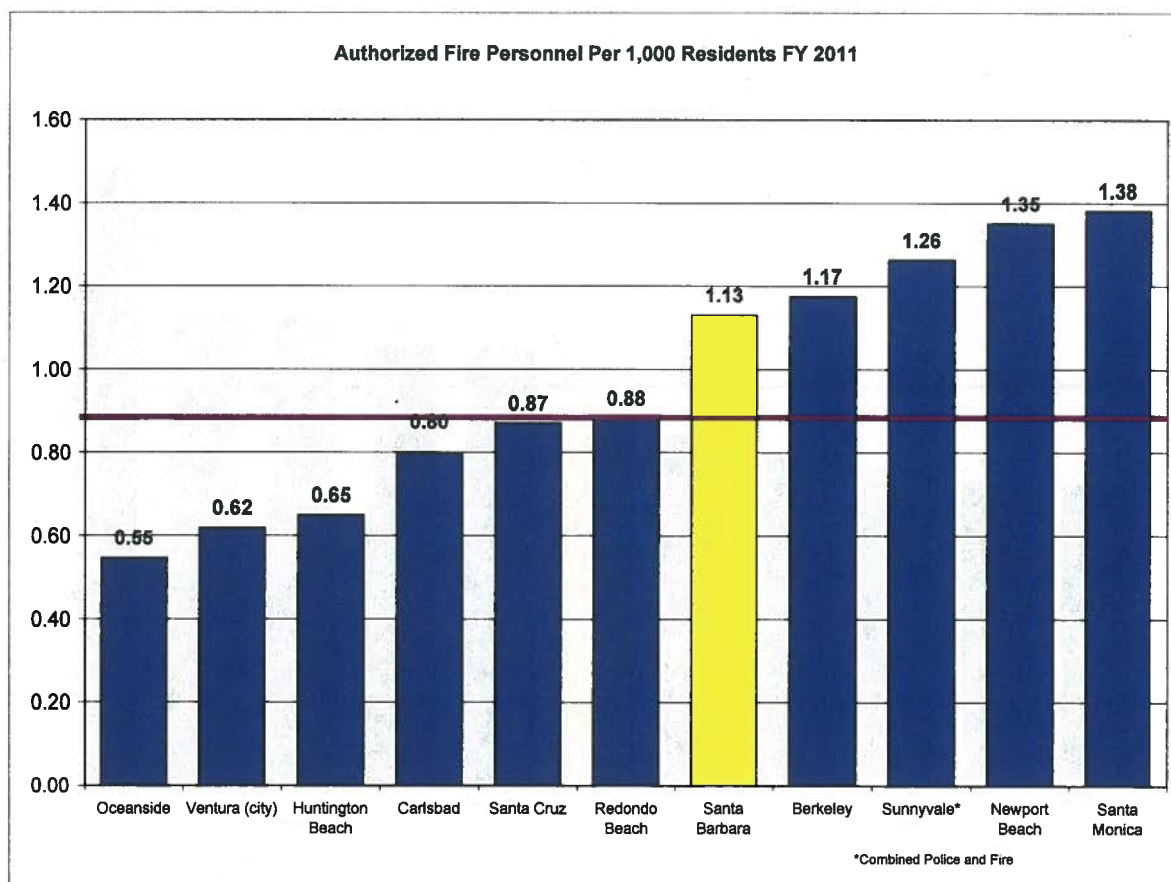
10/25/2010





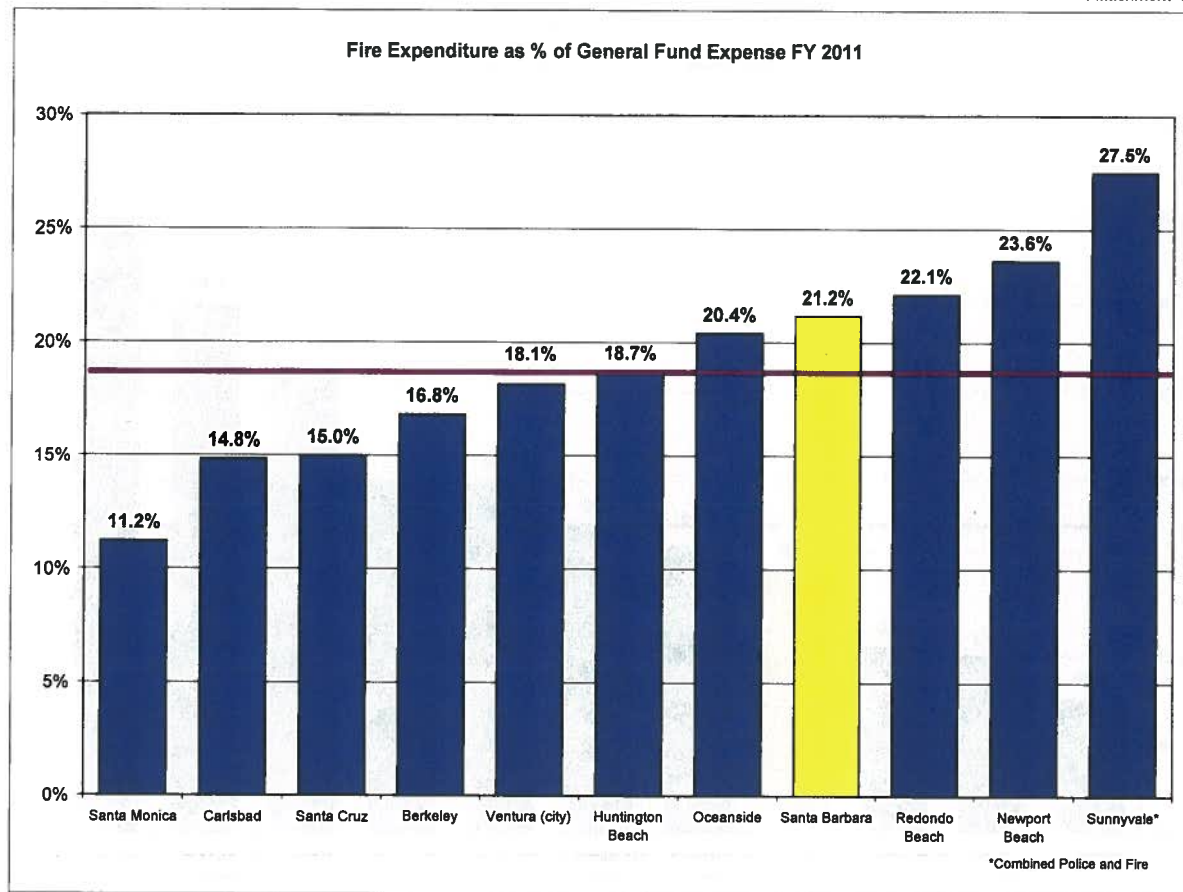
27 of 40

10/25/2010



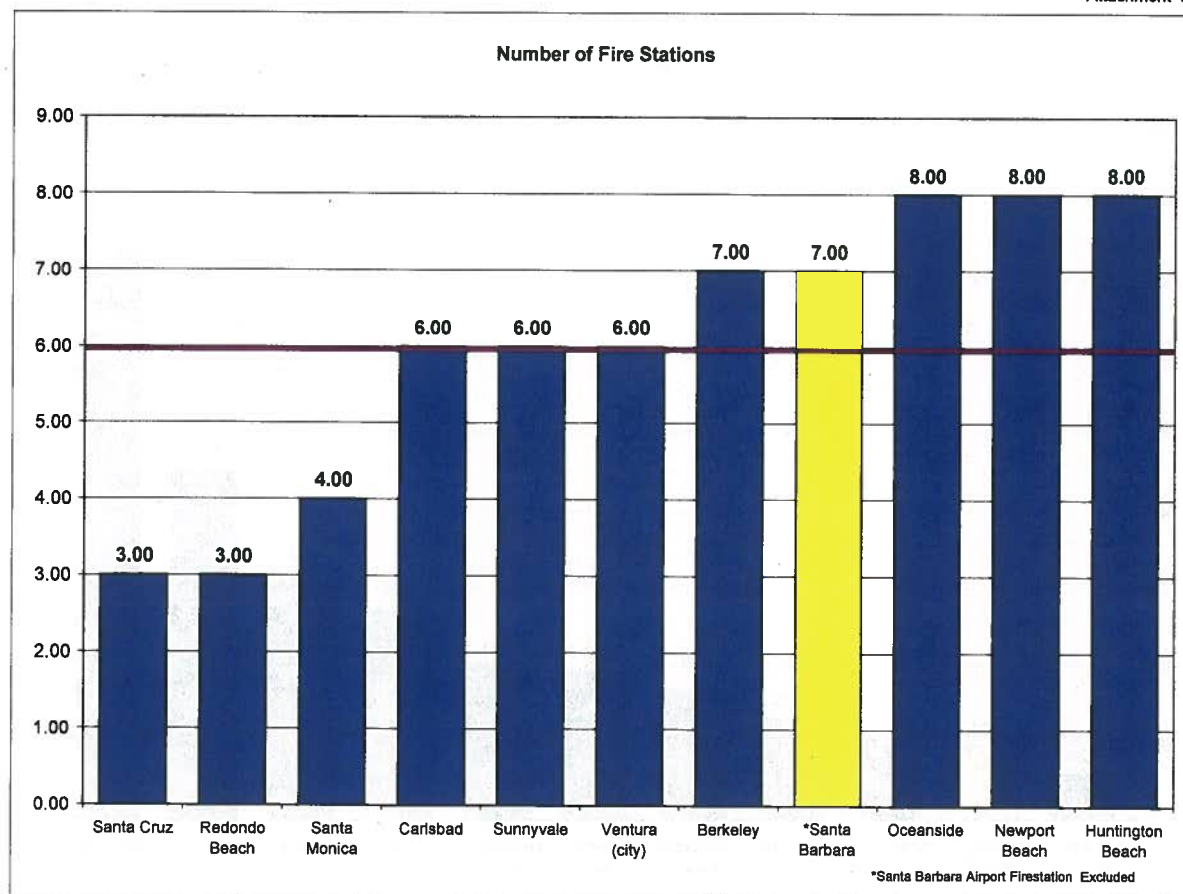
28 of 40

10/25/2010



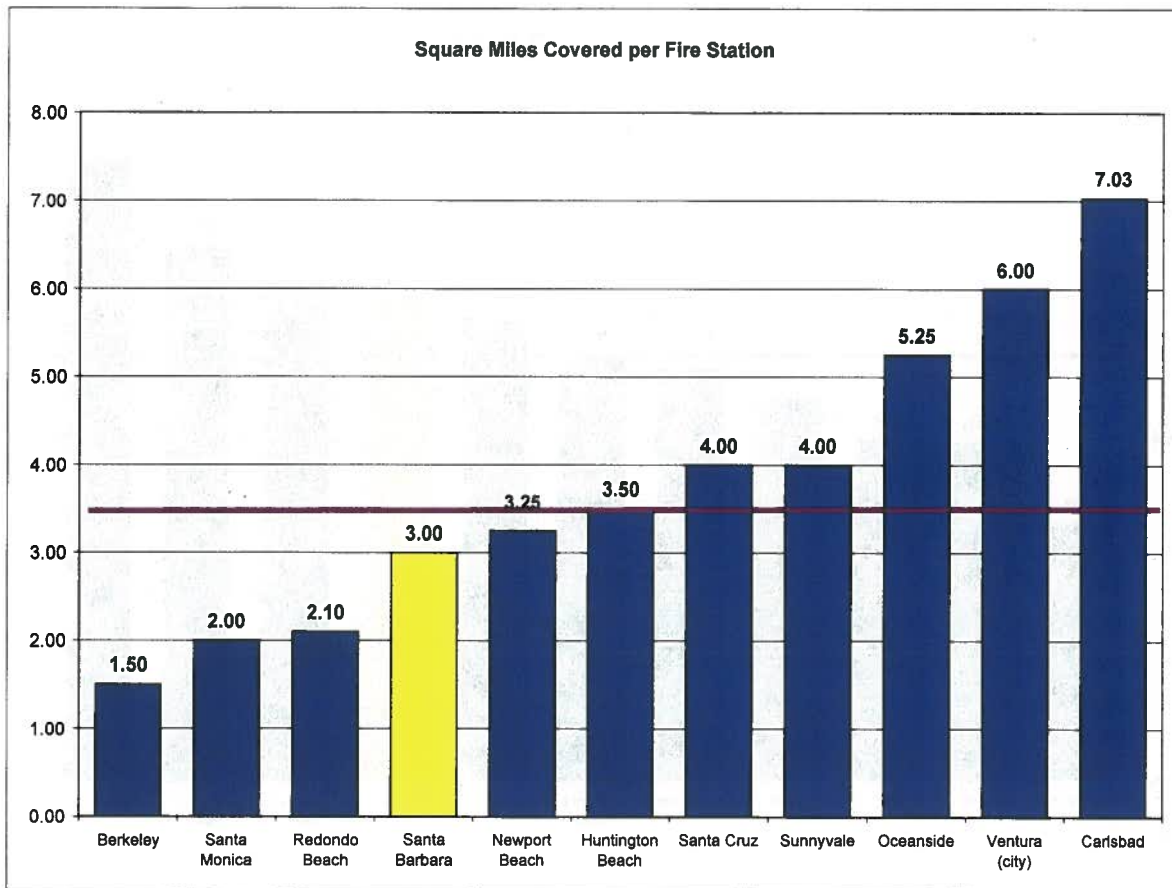
29 of 40

10/25/2010



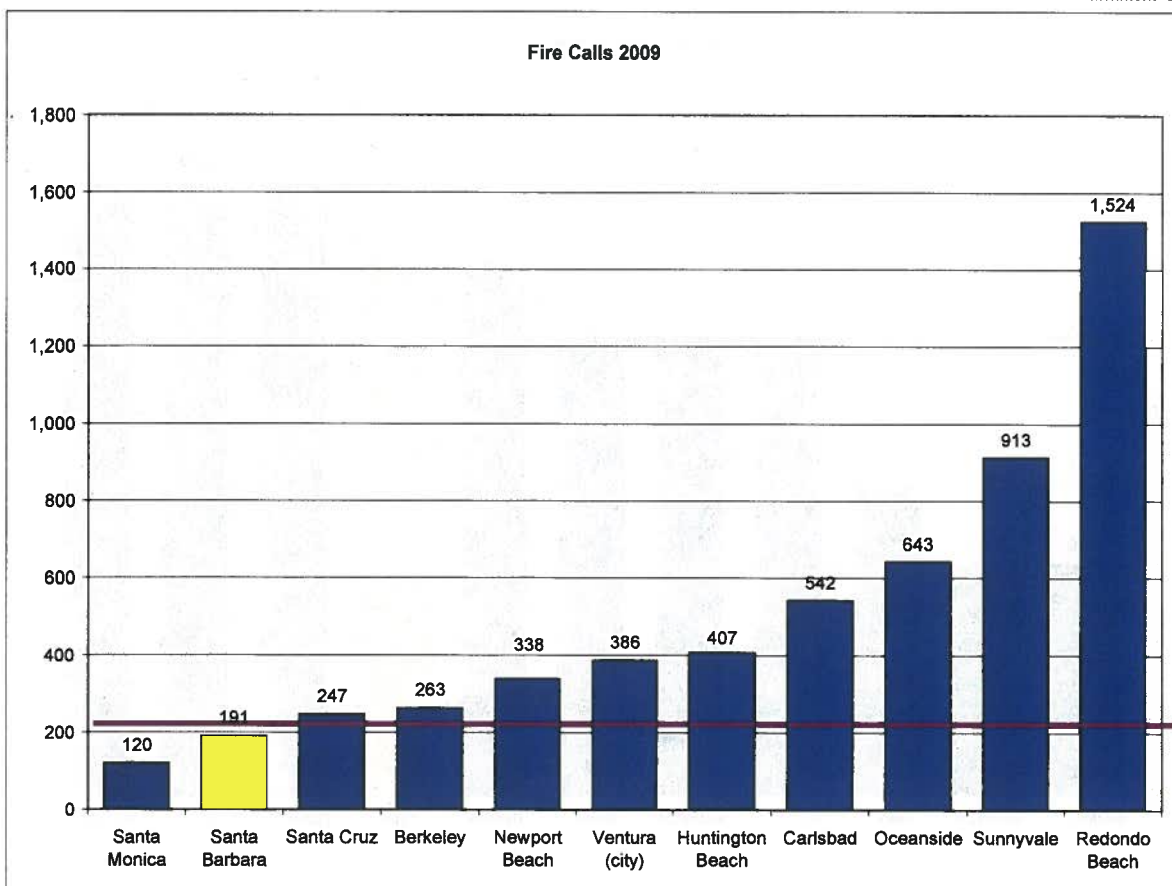
30 of 40

10/25/2010



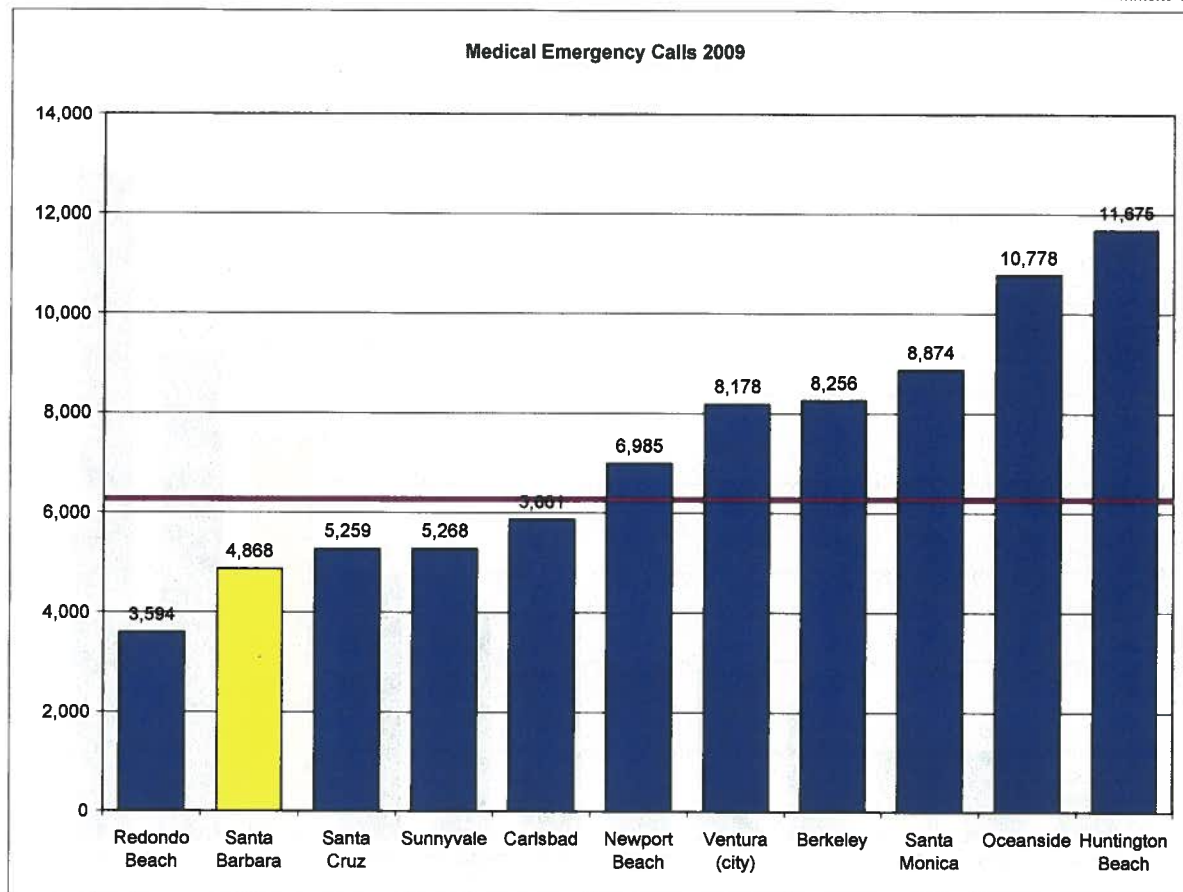
31 of 40

10/25/2010



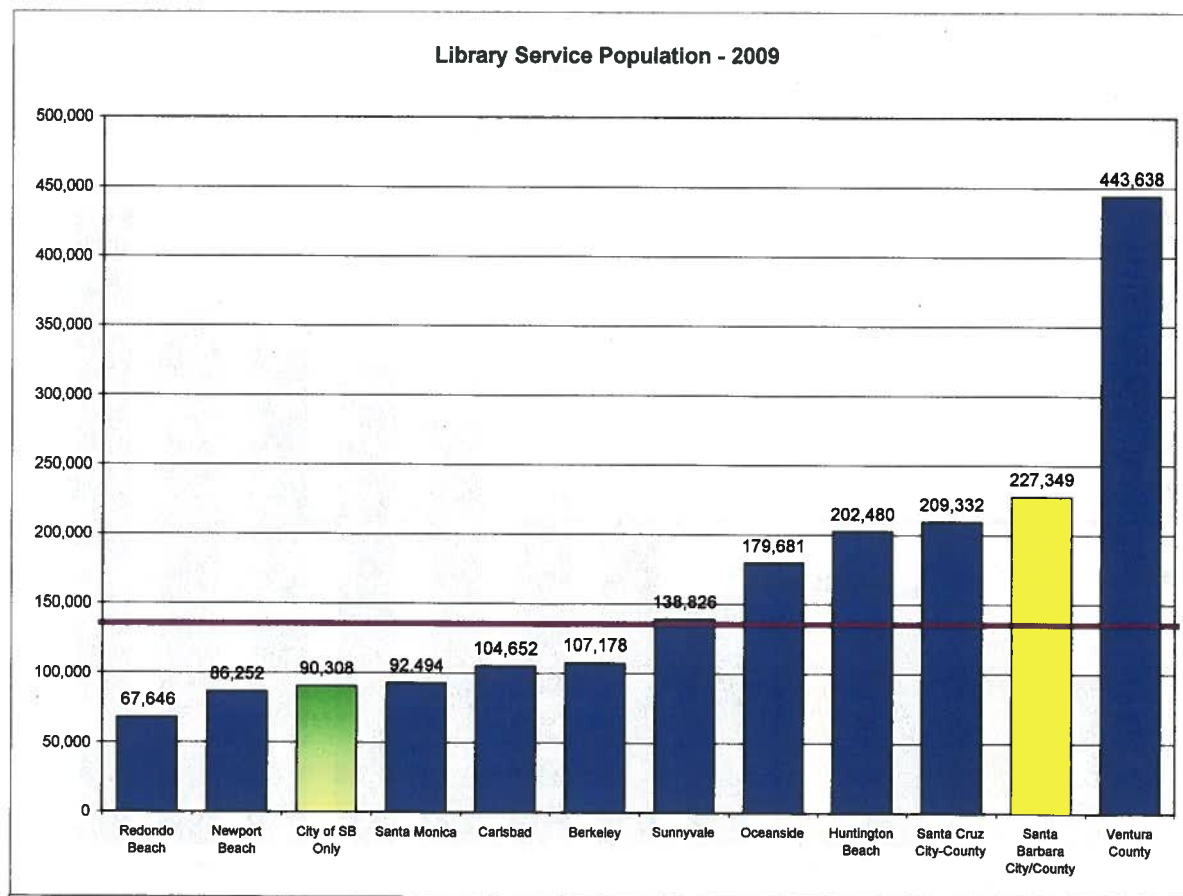
32 of 40

10/25/2010



33 of 40

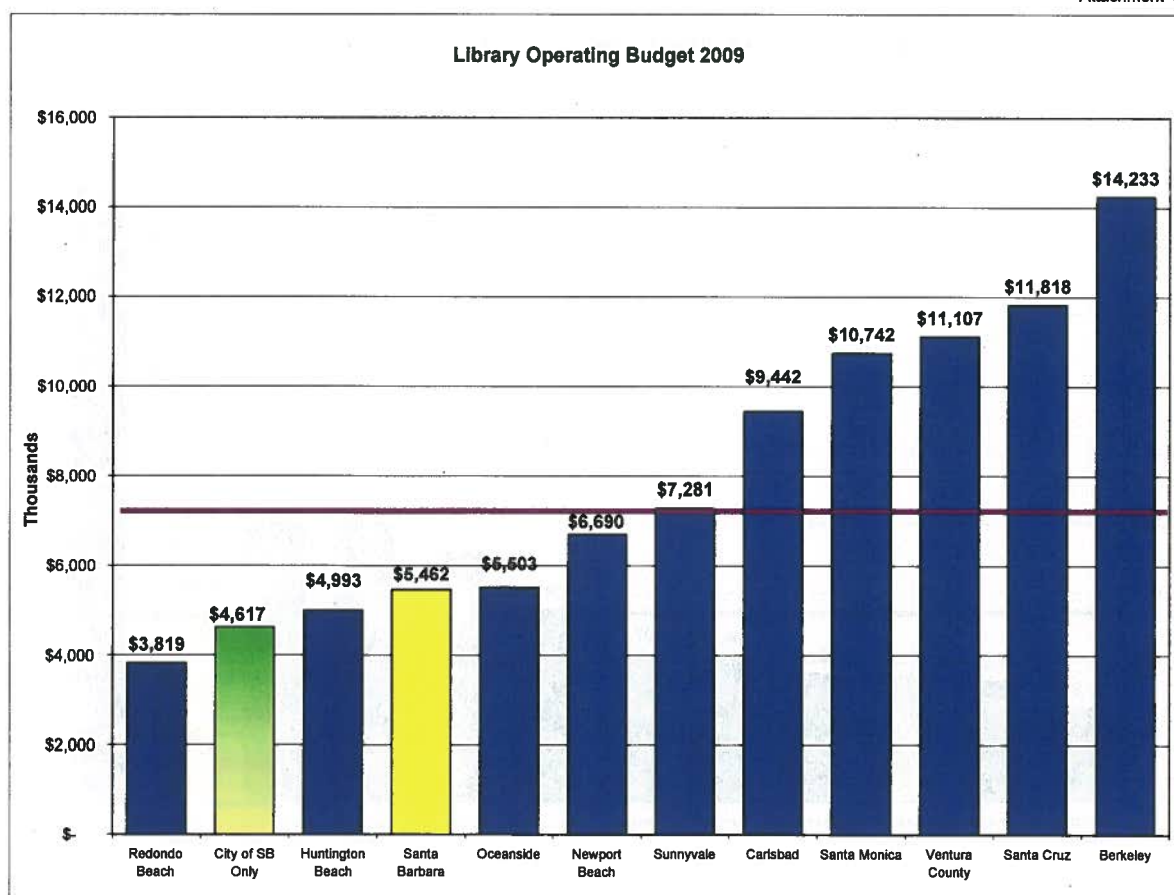
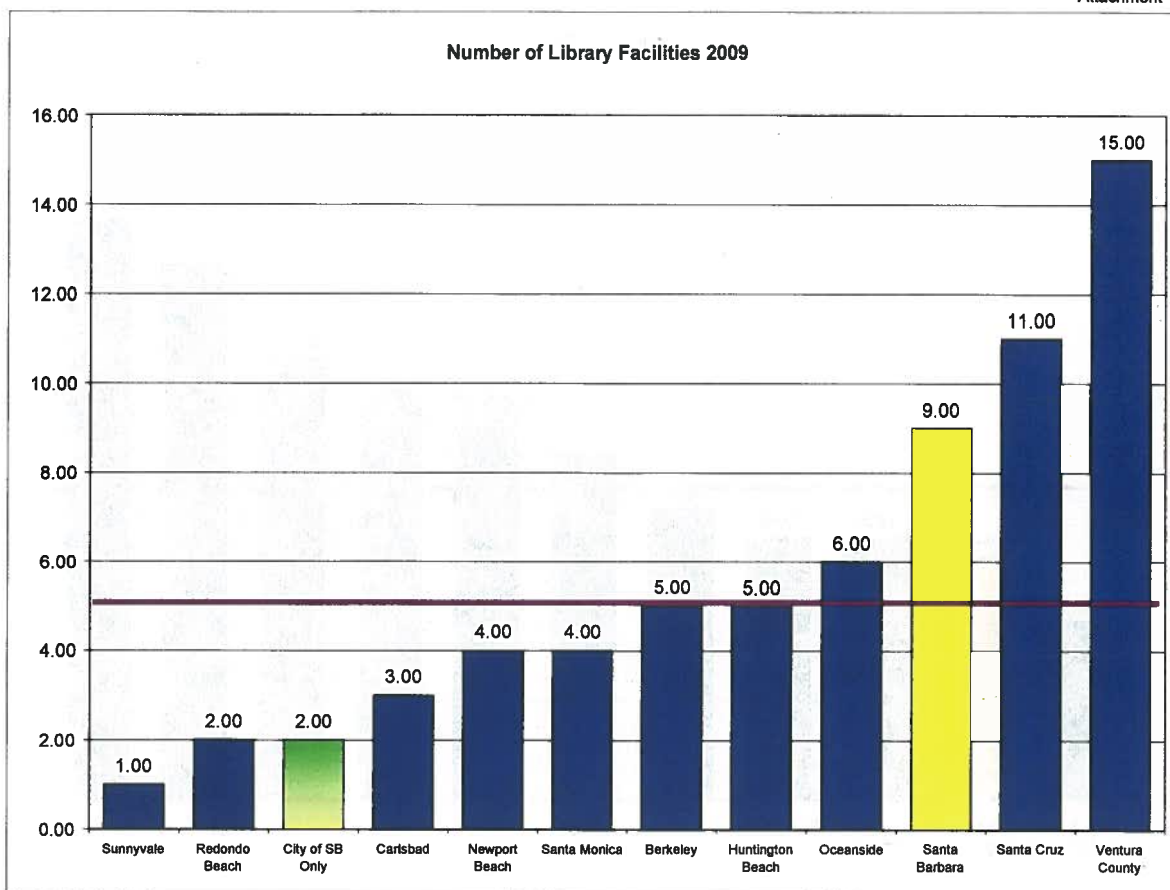
10/25/2010

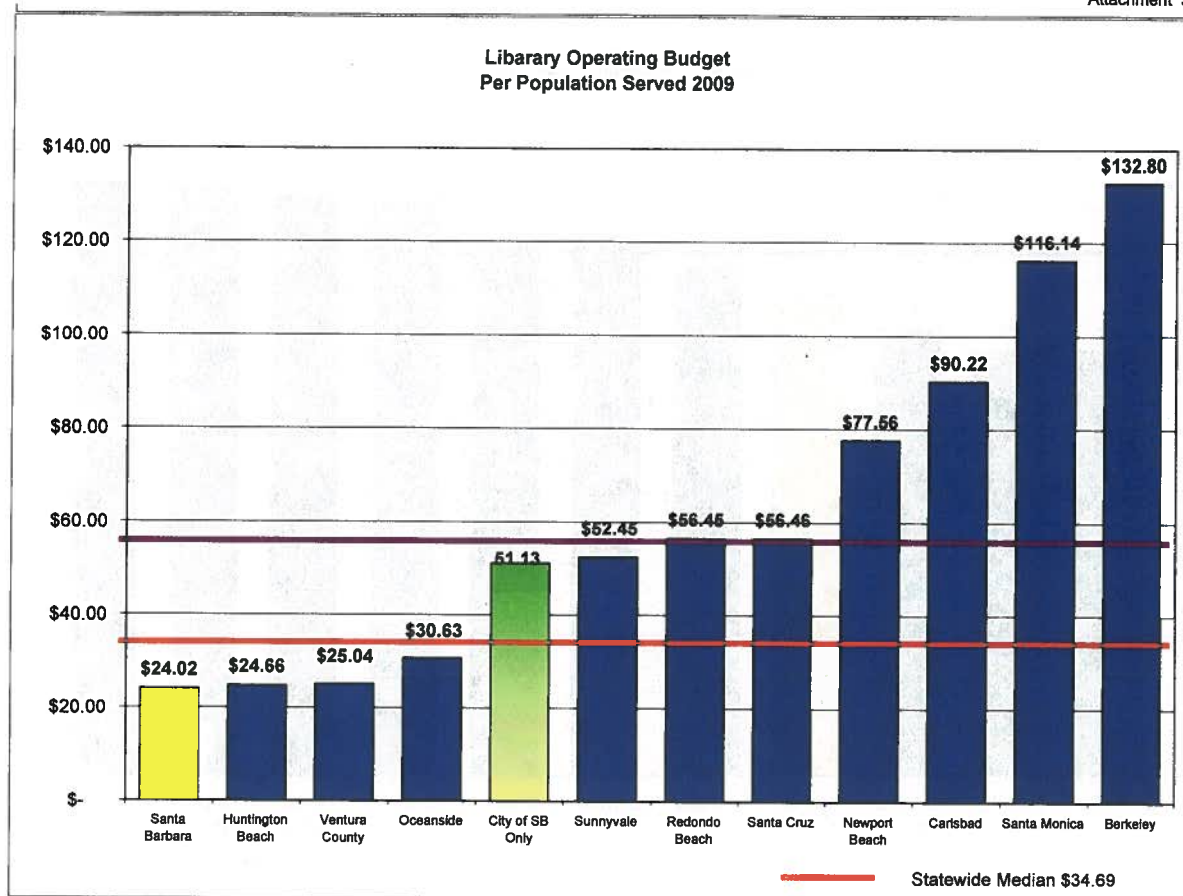


34 of 40

10/25/2010

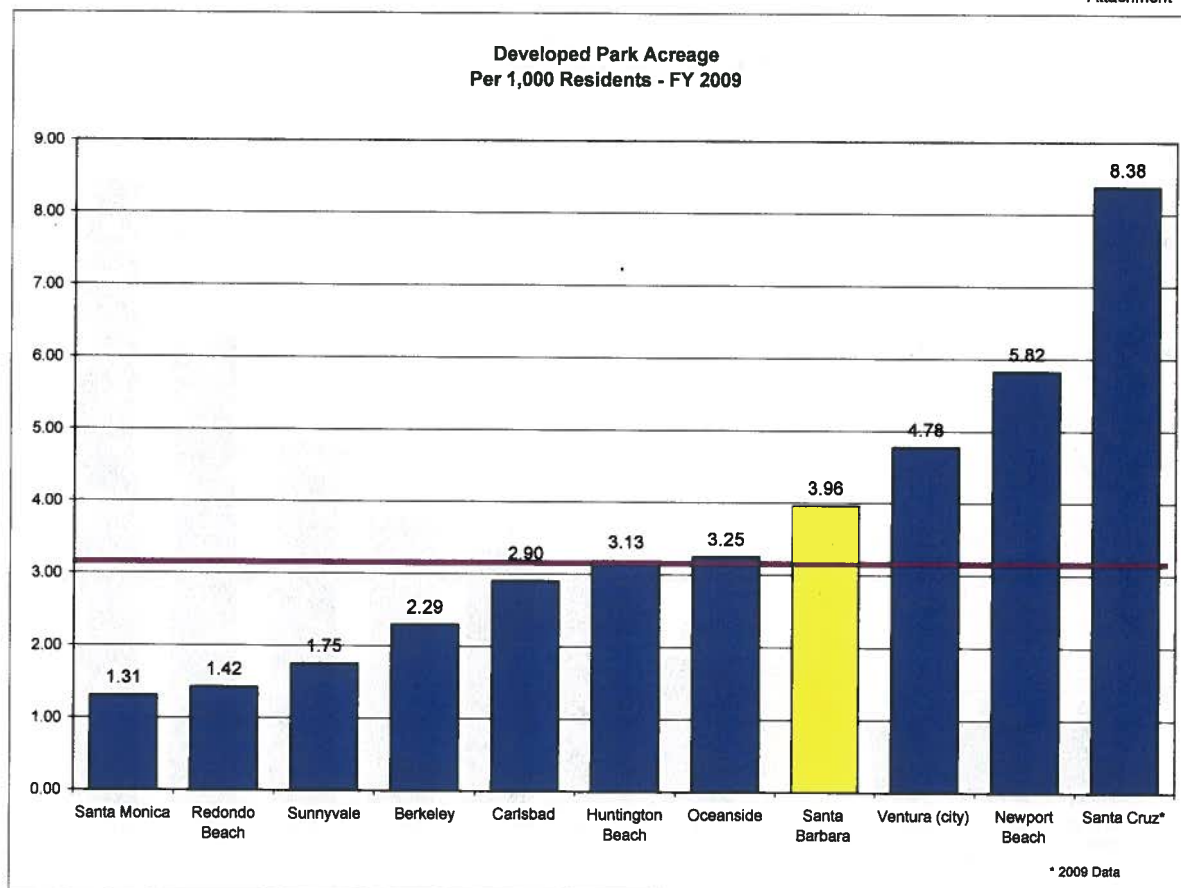






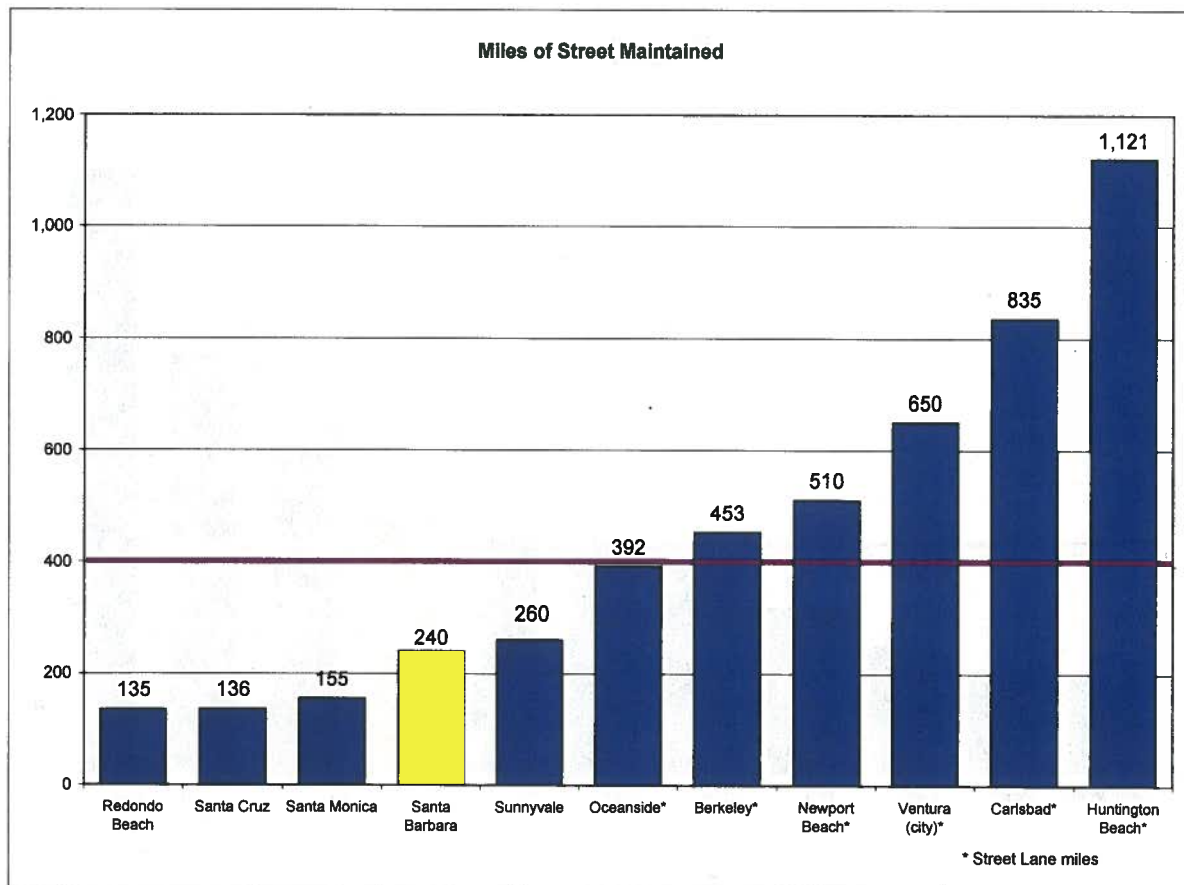
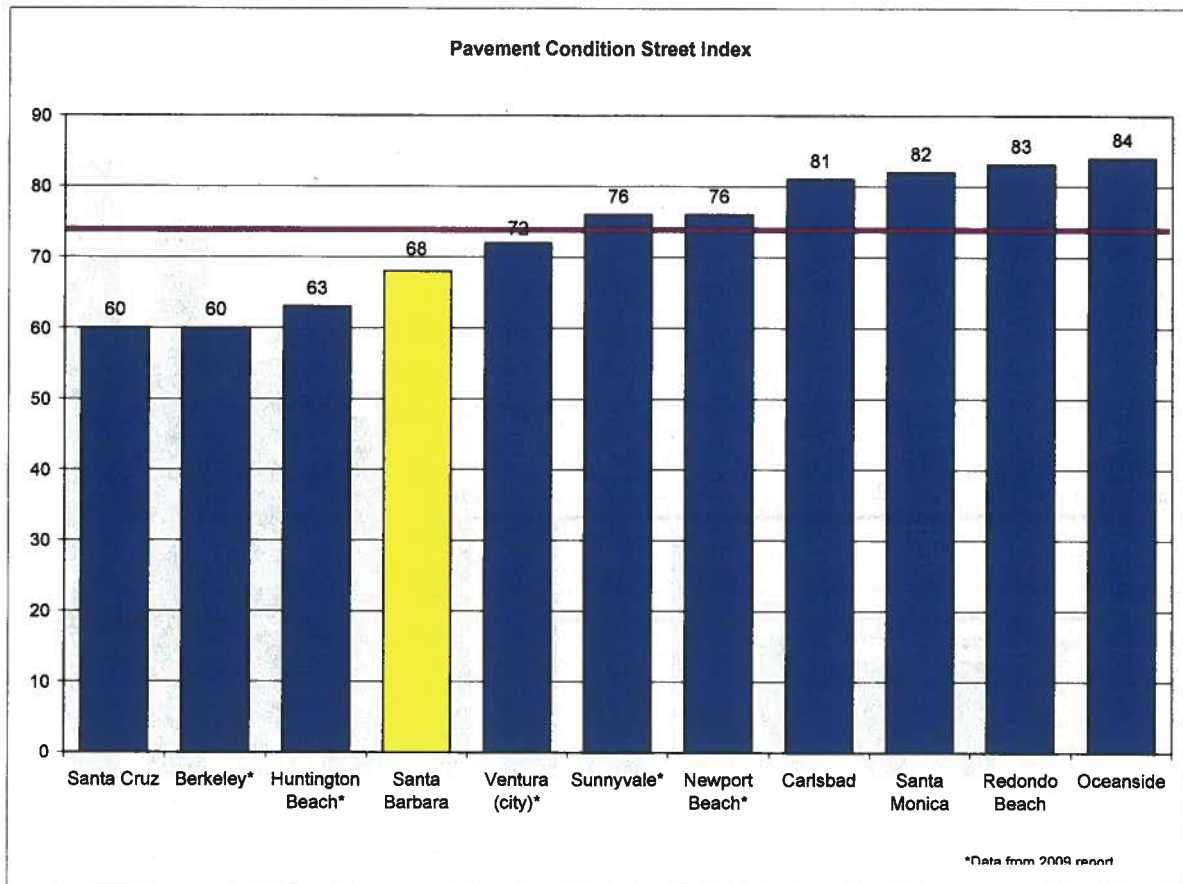
37 of 40

10/25/2010



38 of 40

10/25/2010



# Comparative Indicators (FY 11 Adopted Budget)

Attachment #4

	Santa Barbara	Santa Cruz	Redondo Beach	Newport Beach	Santa Monica	Carlsbad	Berkeley	Ventura	Sunnyvale	Oceanside	Huntington Beach
Indicator	Adopted FY 2011	Adopted FY 2011	Proposed FY 2011	Adopted FY 2011	Adopted FY 2011	Adopted FY 2011	Adopted FY 2011	Proposed FY 2011	Adopted FY 2011	Adopted FY 2011*	Proposed Budget FY 2011*
Population California State Finance Office (January 1, 2010)	90,893	59,684	68,105	86,738	92,703	106,804	108,119	109,946	140,450	183,095	203,484
Land Area (square miles)	21	12	6.3	26	8.3	42.19	10.5	36	24	42	28
Population per square mile	4,328.24	4,973.67	10,810.32	3,336.08	11,169.04	2,531.50	10,297.05	3,054.06	5,852.08	4,359.40	7,267.29
<b>Population characteristics</b>											
17 and under	17.3%	14.0%	20.3%	19.5%	14.3%	25.9%	13.6%	23.5%	22.1%	25.9%	21.1%
Over 65	14.5%	8.6%	10.1%	18.4%	14.7%	12.1%	11.2%	12.9%	11.1%	13.4%	13.4%
Per Capita Income	\$ 35,883	\$ 34,439	\$ 51,213	\$ 76,973	\$ 55,682	\$ 43,091	\$ 35,482	\$ 28,705	\$ 41,740	\$ 27,189	\$ 40,183
Median Household Income	\$ 59,016	\$ 63,201	\$ 95,000	\$ 104,435	\$ 71,095	\$ 81,468	\$ 60,625	\$ 62,410	\$ 88,364	\$ 59,395	\$ 76,527
Percent of Owner-Occupied Housing	41%	44.22%	56.30%	54.77%	28.24%	69.73%	44.60%	52.8%	49.58%	60.15%	63%
<b>Financial Information</b>											
General Fund Revenue	\$ 102,376,117	\$ 75,937,623	\$ 65,838,202	\$ 145,125,670	\$ 251,572,856	\$ 110,387,000	\$ 151,743,815	\$ 80,444,529	\$ 123,300,000	\$ 113,274,911	\$ 178,188,548
General Fund Revenue per Capita	\$ 1,126	\$ 1,272	\$ 967	\$ 1,673	\$ 2,714	\$ 1,034	\$ 1,403	\$ 732	\$ 878	\$ 619	\$ 876
General Fund Expense	\$ 102,376,117	\$ 78,114,549	\$ 66,872,426	\$ 144,313,778	\$ 256,796,550	\$ 109,436,776	\$ 151,944,841	\$ 80,444,529	\$ 128,700,000	\$ 113,274,957	\$ 178,188,548
General Fund Expense per Capita	\$ 1,126	\$ 1,309	\$ 982	\$ 1,664	\$ 2,770	\$ 1,025	\$ 1,405	\$ 732	\$ 916	\$ 619	\$ 876
Authorized positions per 1,000 population	11.15	13.07	6.50	10.86	23.54	6.42	14.26	5.47	6.39	5.29	5.53
General Fund Capital Improvement	\$ 758,170	\$ -	\$ -	\$ 5,054,497	\$ 13,284,275	\$ 5,242,205	\$ 8,331,699	\$ 11,389,222	\$ 75,272	\$ 13,127,085	\$ 2,000,000
General Fund Capital as % of Gen Fund Exp.	0.74%	0.00%	0.00%	3.50%	5.17%	4.79%	5.48%	14.16%	0.06%	11.59%	1.12%
Total Tax Revenues Per Capita	\$ 663	\$ 645	\$ 593	\$ 1,224	\$ 1,662	\$ 815	\$ 938	\$ 490	\$ 577	\$ 379	\$ 572
Sales Tax	\$ 16,714,359	\$ 12,571,024	\$ 8,162,000	\$ 17,800,000	\$ 28,765,000	\$ 22,888,000	\$ 14,705,040	\$ 17,984,472	\$ 25,112,500	\$ 17,307,800	\$ 22,115,000
Property and Property Transfer Tax	\$ 23,148,100	\$ 13,544,000	\$ 19,585,000	\$ 70,642,840	\$ 36,425,533	\$ 48,712,000	\$ 51,911,130	\$ 21,503,385	\$ 42,513,743	\$ 46,027,000	\$ 67,075,000
Business License Tax	\$ 2,168,000	\$ 797,200	\$ 1,250,000	\$ 4,000,000	\$ 26,200,000	\$ 3,462,000	\$ 13,780,791	\$ 1,510,698	\$ 1,250,000	\$ 2,838,700	\$ 2,205,000
UUT	\$ 7,040,000	\$ 8,412,000	\$ 8,300,000	\$ -	\$ 32,984,000	\$ -	\$ 15,838,522	\$ 9,413,885	\$ 6,562,157	\$ -	\$ 19,480,000
TOT	\$ 11,157,000	\$ 3,155,000	\$ 3,100,000	\$ 13,705,291	\$ 29,675,000	\$ 11,965,000	\$ 5,183,309	\$ 3,500,743	\$ 5,631,782	\$ 3,175,000	\$ 5,535,000
Total of Tax Revenue	\$ 60,227,459	\$ 38,479,224	\$ 48,280,300	\$ 106,148,131	\$ 154,049,533.00	\$ 87,027,000	\$ 101,418,792	\$ 53,913,183	\$ 81,070,182	\$ 69,348,500	\$ 116,410,000
Percent generated from 5 taxes	59%	51%	61%	73%	61%	79%	67%	67%	66%	61%	65%



# Comparative Indicators (FY 11 Adopted Budget)

Attachment #4

	<u>Santa Barbara</u>	<u>Santa Cruz</u>	<u>Redondo Beach</u>	<u>Newport Beach</u>	<u>Santa Monica</u>	<u>Carlsbad</u>	<u>Berkeley</u>	<u>Ventura</u>	<u>Oceanside</u>	<u>Huntington Beach</u>	<u>Sunnyvale*</u>
<b>Public Safety</b>	FY 11										
Police Expenditures as % of Gen. Fund Exp.	33%	27%	43%	30%	26%	26%	35%	33%	41%	33%	28%
DOJ 2009 - Sworn Police FTEs per 1,000 residents	1.51	1.62	1.29	1.74	2.31	1.11	1.78	1.10	1.21	1.17	1.63
DOJ 2009 - Part 1 Crimes per 1,000	36.84	60.18	25.96	27.32	40.70	20.66	65.70	31.46	26.04	24.53	21.07
Fire Expenditure as % of Gen. Fund Exp.	21%	15%	22.10%	23.60%	11%	15%	17%	18%	20%	19%	28%
Sworn Fire personnel per 1,000 residents	1.13	0.87	0.88	1.35	1.38	0.80	1.17	0.62	0.55	0.65	1.26
Number of Stations	7	3	3	8	4	6	7	6	8	8	6
Square Miles covered by station	3.00	4.00	2.10	3.25	2.00	7.03	1.50	6.00	5.25	3.50	4.00
Number of fire calls	191	247	1,524	338	120	542	263	386	643	407	913
Number of medical emergency calls	4,868	5,259	3,594	6,985	8,874	5,861	8,256	8,178	10,778	11,675	5268

## Public Safety Department Details

Santa Monica Police includes, Harbor, helicopter unit, jail Police fleet services and animal shelter

Berkeley Police Service includes Jail Services

Huntington Beach Police has helicopter operations for traffic, jail and fleet maintenance

Santa Cruz Fire includes EMS and Marine Services

Redondo Beach includes EMT, paramedics and Harbor Patrol and hazmat

Newport Beach Fire includes EMS, Ocean Lifeguards and Jr. Lifeguards

Huntington Beach includes paramedic, ambulance service, fleet maintenance and hazmat

Berkeley Fire includes paramedic/ambulance service

Oceanside Fire has Paramedic and Lifeguard

Carlsbad Fire provides paramedic and ambulance services

\*Sunnyvale is an integrated Police and Fire Department General Fund expenditure equals 55% of the General Fund

	<u>Santa Barbara</u>	<u>Santa Cruz</u>	<u>Redondo Beach</u>	<u>Newport Beach</u>	<u>Santa Monica</u>	<u>Carlsbad</u>	<u>Berkeley</u>	<u>Ventura (County)</u>	<u>Oceanside</u>	<u>Huntington Beach</u>	<u>Sunnyvale</u>	<u>City of SB</u> <u>Libraries Only</u>
<b>Library (stats from 2008-2009 report) pop.</b>												
<b>Base</b>	227,349.00	209,332.00	67,646.00	86,252.00	92,494.00	104,652.00	107,178.00	443,638	179,681.00	202,480.00	138,826.00	90,308.00
Operating Income	\$ 5,461,505	\$ 11,818,178	\$ 3,818,534	\$ 6,690,063	\$ 10,742,178	\$ 9,442,143	\$ 14,233,479	\$ 10,874,515	\$ 5,503,337	\$ 4,993,044	\$ 7,281,021	\$ 4,617,285
Library Circulation Rate per Capita	7.05	10.94	12.70	18.27	17.34	12.76	18.20	3.87	3.08	4.66	17.88	8.39
Number of libraries and branches	9.00	11.00	2.00	4.00	4.00	3.00	5.00	15.00	6.00	5.00	1.00	2.00
Operating Budget	\$ 5,461,505	\$ 11,818,178	\$ 3,818,534	\$ 6,690,063	\$ 10,742,178	\$ 9,442,143	\$ 14,233,479	\$ 11,107,491	\$ 5,503,337	\$ 4,993,044	\$ 7,281,021	\$ 4,617,285
Expenditures Per Capita	\$ 27.47	\$ 61.90	\$ 56.45	\$ 77.56	\$ 116.14	\$ 91.63	\$ 132.91	\$ 25.04	\$ 30.63	\$ 24.66	\$ 50.20	\$ 51.13
<b>Public Works</b>												
Pavement Condition Index	68	60	83	76	82	81	60	72	84	63	76	
Lane miles maintained	240	136	135	510	155	835	453	650	392	1,121	260	